

# Sales Management

## THE MAGAZINE OF MARKETING

★ 658.8  
★ 516

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FIFTY CENTS

DEC 15



## For want of a trained salesman!

Here's an "order-taker's" view of a good prospect who came in prepared to buy. But there he goes . . . unconvinced, unimpressed—*unsold!* Are your salesmen losing sales?

An *effective* sales training program could easily have changed this picture. Because smart sales managers realize this, every day they turn to The Jam Handy Organization—for *complete*, single-package helps on practically all their sales meetings, sales training and sales promotion projects.

You see, The Jam Handy Organization has special-

ized teams equipped to handle all phases of visual presentations and business showmanship—movies, slidefilms, charts and graphics, live shows, staging, tie-in literature, demonstration tools. You'll like Jam Handy "One-Stop Service"—from a single source, with a single responsibility.

The advantages are obvious. One-stop service . . . one source of supply . . . save the time of your management. One responsibility saves confusion and duplication of effort. Add it up and you have the greatest service with greatest convenience at lowest cost.



**One-Stop Service**

*The* **JAM HANDY** *Organization*

Stage Presentations  
Demonstration Devices  
Slidefilms  
Slides  
Skits  
Meeting Guides  
Tape Recordings  
Disc Recordings  
Motion Pictures

Meetings Packages  
Screen Advertising  
Cartoon Comedies  
Training Manuals  
Poster Charts  
Banners

Pictorial Booklets  
Transparencies  
Film Distribution  
Turnover Charts  
Pageants  
Quiz Materials

Technicolor Productions  
Field Surveys  
Training Devices  
Speech Coaching  
Promotion Pieces  
Portable Stagelets  
Television Commercials  
Meeting Equipment  
Projection Service

OFFICES—NEW YORK • WASHINGTON • DAYTON • DETROIT • PITTSBURGH • CHICAGO • LOS ANGELES



NIPPY

Reading the paper from 85 to 90

Western Union of Detroit

DETROIT FREE PRESS

# The Detroit Free Press

FRIDAY, NOVEMBER 3, 1950

On Guard for Over a Century

METRO FINAL

FIRST IN FOOTBALL  
Read the Free Press  
for Best Stories  
and Pictures  
of All Games

Six Allied Divisions Face Troops

YANKS FLEE

You might wish  
to file  
this page

Cancer  
Study

Detroiters  
Enjoyed  
New York

Effort Called  
Better Than

A Detroit  
campaign for  
a cancer hospital  
in New York  
State.  
The drive  
is one of  
which  
Detroiters  
have  
shown  
interest  
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The  
Detroit  
Free  
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**449,449 WEEKDAYS**  
**473,004 SUNDAYS**

Average Net Paid Circulation of The Detroit Free Press  
for the Six Months' Period Ending September 30, 1950

An Increase of **13,041 WEEKDAYS**  
**6,084 SUNDAYS** over Sept. 30, 1949 period

An Increase of **122,766 WEEKDAYS**  
**171,216 SUNDAYS** over Sept. 30, 1940 period

Since 1940 there has been added to Detroit Free Press circulation, a market as large as such cities as Minneapolis, Cincinnati, Kansas City or Dallas, Texas. We submit that this is a GOOD RECORD . . . one denoting sincere public acceptance and approval. By winning the favor of these Free Press homes for your merchandise, no good advertising can fail. No medium can offer more.

## Record of Detroit Free Press Circulation Since 1940

	WEEKDAYS	SUNDAYS
1940	326,683	301,788
1941	329,682	307,162
1942	356,836	340,277
1943	369,047	376,981
1944	375,268	382,752
1945	401,758	409,919
1946	417,336	443,679
1947	425,024	461,452
1948	422,797	464,590
1949	436,408	466,920

**1950**  
**449,449 Weekdays**  
**473,004 Sundays**

# The Detroit Free Press

JOHN S. KNIGHT, PUBLISHER

Story, Brooks & Finley, Inc., National Representatives

DECEMBER 15, 1950

ANGELES

# CLEANSER IN ST. PAUL

The family use of powdered scouring cleanser in the St. Paul Market is nearly universal with buyers comprising 98% of total families.

But variations in preference among the competing brands over the past four years tells a remarkable story.

Let's look at the trend picture for the five leading brands:

	1950	1949	1948	1947
Brand A .....	27%	14%	13%	*%
Brand B .....	23%	26%	27%	35%
Brand C .....	16%	20%	21%	26%
Brand D .....	15%	19%	11%	4%
Brand E .....	11%	11%	14%	15%

\*Less than 1%

On a family preference basis over these four years, Brand A climbed 27 percentage points. Brand B lost 12, Brand C lost 10, Brand D gained 11, and Brand E lost 4.

Brand preference variations of this magnitude in such a short period of time are unusual for such a high-usage product classification, but behind the facts lie the marketing forces which cause such shifts.

What is the preference trend of your product in the St. Paul Market?

Scouring Cleanser is only one of the 150 classifications studied in the 1950 Consumer Analysis of the St. Paul Market. These classifications cover brand preference for foods, soaps, toiletries, beverages, home appliances and general consumer buying habits. If you are looking for pertinent information concerning your product in the St. Paul Market, send for this research report today. Write General Advertising Department, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota, or Ridder-Johns Inc., with offices in New York, Chicago, Detroit and Minneapolis.

# Sales Management

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## T. R. PRODUCES VOLUME SALES

☆ Among the 8,500 T. R. Advertisers are approximately 2,000 who use no other media. T. R. produces sales for these companies in sufficient volume to justify their renewal, year after year, in Thomas Register... exclusively.

Indisputable proof that T. R. produces valuable sales contacts at the time buying is contemplated. Proof, too, that—

**"8,500 T. R. Advertisers  
Can't Be Wrong"**

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

# THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.







## Get the jump on 'em with Air Express!

You can take every closing date in stride—with Air Express handy to turn shipping days into shipping *hours*. Specify it to ship electros, engravings, printed matter, sales presentations, dealer aids. Regular Air Express use nets you extra time to do a *better* job—can actually save you overtime costs!

Air Express is the *world's fastest way* to ship or receive. No delay on shipments—they're loaded on the *first available flight* of the Scheduled Airlines serving your destination. Door-to-door service at no extra charge. Inexpensive rates: 15 lbs. goes 700 miles for \$3.38; 7 lbs. for \$1.98.

### Air Express gives you all these advantages:

**World's fastest** transportation method.

**Special door-to-door service** at no extra cost.

**One-carrier responsibility** all the way.

**1150 cities** served direct by air; air-rail to 22,000 off-airline points.

**Experienced Air Express** has handled over 25 million shipments.

Because of these advantages, regular use of Air Express pays. It's your best air shipping buy. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)



**AIR EXPRESS**  
GETS THERE FIRST



Rates include pick-up and delivery door to door in all principal towns and cities

A service of  
Railway Express Agency and the  
**SCHEDULED AIRLINES of the U.S.**





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December 15, 1950 Volume 65 No.





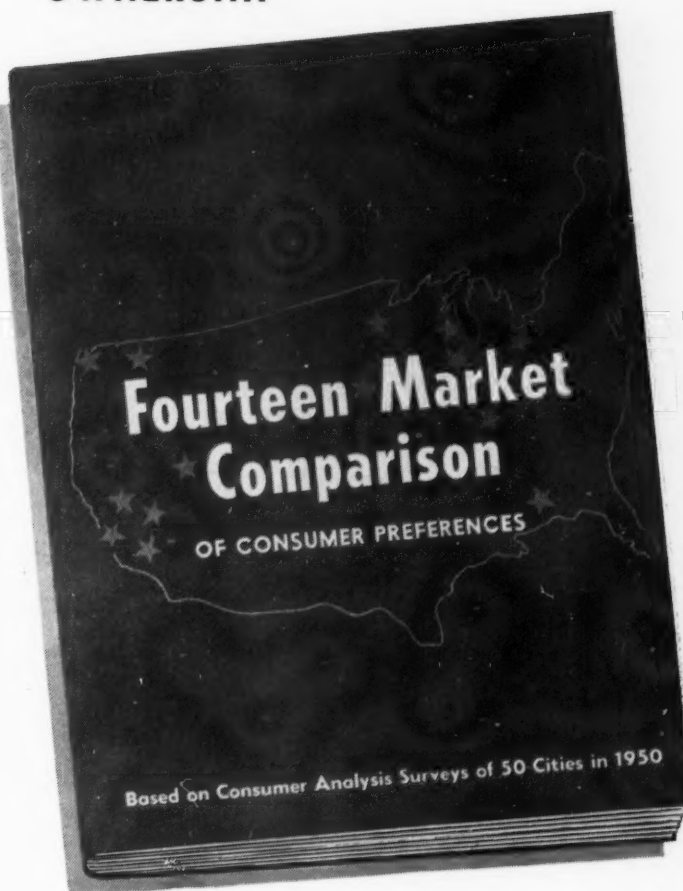
# 1950 Comparison of 14 Markets

**BRAND PREFERENCE  
PRODUCT USE  
BUYING HABITS  
OWNERSHIP**

Consumer Analysis surveys of The Milwaukee Journal type were conducted by newspapers in 50 cities comparing 14 markets across the nation in 1950. All again used identical questions and methods to obtain comparable data on buying habits, brand preference and product usage in 131 product classifications.

This information is now conveniently available in a single 120-page digest, with side-by-side tabulations for the 14 markets, showing comparative brand position and product use in each market at a glance.

Subjects covered include grocery products, soaps and detergents, drugs, toiletries, foundation garments, home ownership, home heating, home painting, appliances, television receiving sets, alcoholic beverages, cars, cigarettes, gasoline, oil, tires and anti-freeze. Get your copy from The Milwaukee Journal or one of the co-operating newspapers listed here.



## NEWSPAPERS CO-OPERATING IN STANDARDIZED CONSUMER ANALYSIS SURVEYS

Omaha World-Herald, Indianapolis Star, St. Paul Dispatch-Pioneer Press, Columbus Dispatch, Fresno Bee, Modesto Bee, Sacramento Bee, San Jose Mercury Herald-News, Illinois Daily Newspaper Markets, Inc., Seattle Times, Birmingham News Post-Herald, Salt Lake City Deseret News, Spokesman-Review-Spokane Chronicle, The Milwaukee Journal.

# The Milwaukee Journal

National Representatives—O'Mara & Ormsbee, Inc.

New York Chicago Detroit Los Angeles San Francisco

## **"We regard this as one of the most important steps in our marketing program"**

"We are firm believers in the policy of putting our catalogs out in the field, where they can do some good, instead of always waiting for prospects to ask for them. This has been our regular practice for 24 years, ever since we found that Sweet's Catalog Service could make this plan work.

"Sweet's now distributes two catalogs for us, one specially designed for architects and building contractors and the other for product design engineers.

"We know from long experience that Sweet's does an efficient and thorough job of designing and delivering our catalogs to the right people in the most important firms. Also we know that everybody who gets a Masonite Catalog bound in Sweet's File will keep it and have it handy to use at any time. So we can send out thousands of catalogs, confident that they will always be on hand to show the many applications of MASONITE HARDBOARDS.

"We regard this as one of the most important steps in our marketing program.

Donald E. Allen, *Advertising Manager*  
MASONITE CORPORATION

Here's the way  
Sweet's  
Catalog  
Service  
works for you:

**catalog design**—Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information, specially designed to bring you and your future customers together in the shortest time and with the least effort.

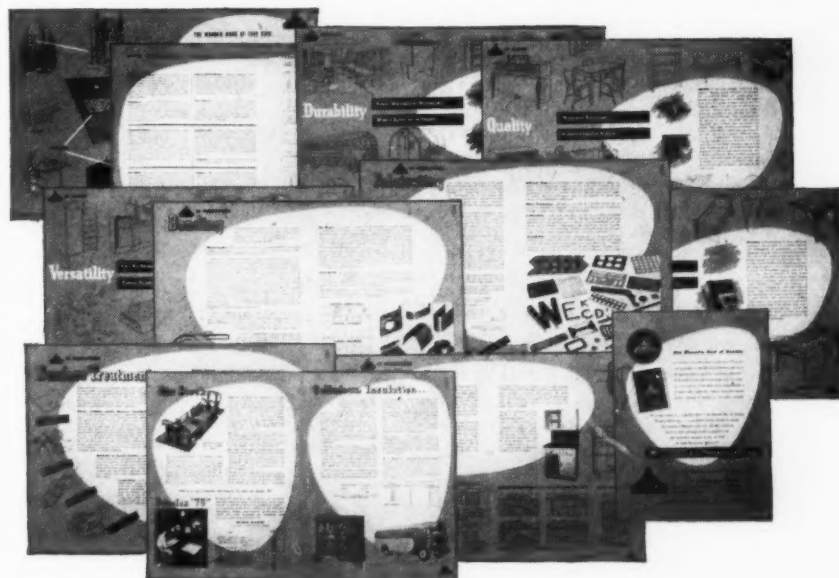
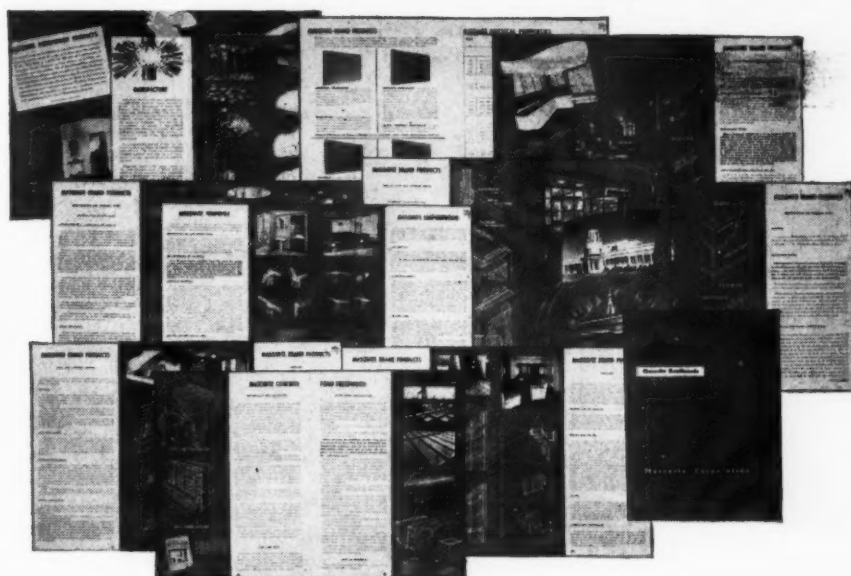
**catalog production**—Because of the great number of manufacturers' catalogs handled each year, print-

ing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

**catalog distribution**—When your catalog is distributed by Sweet's, it is delivered to prospects of top-rank buying power in the markets of interest to you. Sweet's spends more than \$200,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each



Sweet's distributes these 24-page Masonite catalogs to product designers, architects, contractors and builders.



# Sweet's catalog service

DIVISION OF F. W. DODGE CORPORATION • 119 WEST 40TH STREET, NEW YORK 18, N. Y.

market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users, this is the most effective method of getting catalogs used by prospective customers.

Sweet's Service can distribute your catalog to any or all of these seven markets: Product Designers, Mechanical Industries, Process Industries, Power Plants, General Building Market, Heavy Construction Market, and Light Construction Market.

Sweet's handles more catalogs than any other organization — in 1950 over 35,000,000 copies for 1,148 manufacturers.

- GETS THE RIGHT INFORMATION
- TO THE RIGHT PEOPLE
- AT THE RIGHT TIME



# The Human Side

## "DREAMING OF A LIGHT CHRISTMAS"

G-E's Nela Park is getting to be so well known that its latest project, a Christmas Lighting Contest—aimed at making any community more Christmas minded, at hauling in additional Christmas revenue for merchants, and at selling the general public on lighting as decoration—seems as understandable as paying your electricity bill.

But this suggestion from Nela Park, tying in with the holiday season, has been stirring up the imagination—and competitive spirit—of communities and industries and just plain home-owners from Maine to California. For Nela Park's Lamp Department, which is sponsoring the idea, supplies everything except the people who'll participate and the individual imagination which makes a contest winner. And where imagination is concerned the Lamp Department even encloses—in addition to a working guide—examples of lighting imagination displayed by other people!

G-E isn't offering any prizes, you understand. It is simply providing the springboard for your community to have its own contest. By simply writing the Inquiry Bureau, Lamp Department, General Electric Co., Nela Park, Cleveland, 12, you can have the handsome booklet "Christmas Lighting Contest." Inside: suggestions for setting up a local contest, arrangements for prizes and

other awards, how to make good use of your publicity committee through newspapers, radio, television. The booklet contains three heavily-illustrated brochures, all neatly enclosed in a pocket. The first one is "Bright Ideas to Make Your Home Say Merry Christmas with Light" . . . and "47 Helpful Hints to Make Your Home Say Merry Christmas with Light." The second contains case histories of community Christmas lighting. The third pamphlet holds information on preparing news releases and sample releases on your Christmas Lighting Contest for press, radio, TV.

Even if you're working with local citizens who visualize publicity as a cheese-cake study of a movie siren, the information in the booklet is so concise you'll find a committee made up of plain citizens can garner ample space in the local press. For the booklet assumes that such people are publicity-ignorant, and leaves nothing to the imagination: It even tells you how to send out releases (mimeographed, correctly headed) and when to send them. Then G-E has attached a sample release on a Christmas Lighting Contest, so setup that all the publicity committee need do is insert dates, community name and sponsoring organization.

Which brings up sponsors: Since sponsorship is the *sine qua non* of any contest, it is wise, G-E says, to pick a junior chamber of commerce, a service club, women's organization, a local newspaper, radio or TV station. Any of these groups carry enough weight to start your contest rolling.

And since judges are also necessary, you might select a prominent city or landscape artist, a city official, a member of the local garden club, a lighting engineer or specialist, a member of a local businessmen's club, a member of the organizations sponsoring the contest, such as the editor of the newspaper, radio or TV station manager or club president.

Now you're ready to roll. G-E suggests you break your contest into three divisions: commercial, industrial and residential. And it provides a working blueprint for handling each division. If you want to break it down still further you can have classifications in each group—the amount of money spent determining each classification.

Finally you'll have to set up contest rules or the whole thing can blow up in your face. And G-E has helpfully provided contest rules, too.

Naturally, these contests, on a nation-wide basis, are going to up G-E's lamp sales. But at the same time such contests can up local merchants' Christmas sales, bring about a closer community-mindedness and definitely make any town look prettier this Christmas than ever before. It's a sort of you - scratch - my - back - I'll - scratch - yours relationship between G-E and your community.



THEY'LL LOVE GOING TO SCHOOL . . . when it's decorated like this. Of course it's just for Xmas you'll understand.





# YOU DON'T KNOW *Jack Bush* .... BUT WE DO!

**He's One of 5,000 Employees  
At Western Electric Co.  
in Indianapolis . . . .**

## AND HE'S ONE OF OUR 354,000\* SUBSCRIBERS

Jack, his fellow workers at Western Electric, and thousands of others who keep the wheels turning in Indianapolis' scores of teeming industries are well-paid and steadily employed.

With their effective buying power of \$5,705† per family, they make Marion County an all-important market for every manufactured product . . . eighth in effective buying power and retail sales per family among the nation's 32 largest metropolitan counties.

That's why our Hoosier workers . . . like Jack Bush . . . have a high level of spendable income left for new cars, refrigerators, television sets and other luxuries after necessities have been generously provided.

***And—we're very proud—they're buying . . . and reading . . .***

***The Indianapolis Star and The Indianapolis News every day.***

**KELLY-SMITH COMPANY**

**● NATIONAL REPRESENTATIVES**

\*Publisher's statements, 6 months ending September 30, 1950

†Sales Management's "Survey of Buying Power."

*Indiana's  
first team...*



**THE INDIANAPOLIS STAR  
and  
THE INDIANAPOLIS NEWS**

DECEMBER 15, 1950

## WORDS, WORDS, WORDS

Are you an Ear-Owner . . . a Grabbit . . . an Atomshik? You could be—and not even know it, unless you are fortunate enough to subscribe to "New Words and Words in the News," a bi-annual bulletin issued by Funk & Wagnalls Co., as a supplement to its dictionary. "New Words" costs a mere 10 cents for five years-worth of vocabulary addition, but if you want to be among the *avant garde* of word-pushers it's a must.

The little bulletin, set up exactly like one of the big F&W dictionaries, lists and defines all the new words and expressions which have come into fairly common usage during a six-months period. As the bulletin puts it, "New words and new uses for old words come into the language as the need for expressing new and changing concepts demands them."

We found that we were definitely slow on the uptake, vocabulary-wise, after scanning the current "New Words and Words in the News." That Ear-Owner thing, for instance: Funk & Wagnalls says that an Ear-Owner is "anyone who, by virtue of being able to hear, is a prospect for radio advertising; huckster's slang." And a Grabbit is "an imaginary creature, half-rabbit, half-devil, typifying the hoarder, with an obnoxious tendency to grab and hoard everything within reach." Your wife can tell you how current the word is.

An Atomshik is "a fanatical advocate of atomic warfare: term applied by Soviet newspaper *Pravda* to cer-

tain American statesmen and military men." *That one* is so current it makes the blood run cold.

After Atomshik, the definition of Beef Cake falls lightly on the ears. Beef Cake (not edible, as you might assume), "a display of masculine pulchritude, like a manly chest, analogous to the exhibition of legs in *cheese-cake*."

Further down in the "B's" we found a word whose meaning *we* could guess. The word: Brink. It's the quantity of one million "in humorous allusion to the robbery of \$1,000,000 from operatives in the Boston branch of the Brink Company." Poor Brink; now it's a household word.

Skipping over to the M's, we found McCarthyism, which turned out to be "indiscriminate and violent public accusations, chiefly against persons suspected of being Communists in the State Department and other U.S. government agencies: sponsored by Joseph R. McCarthy, Republican Senator from Wisconsin, and subsequently disavowed by a Senate Committee."

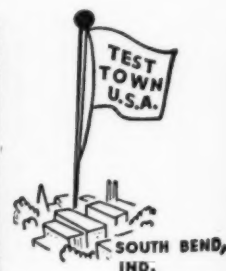
On to something less controversial: a Sea Mount is a mountain which rises from the ocean floor. And the last word of the bulletin is Zincube. It's an alloy of zinc and small quantities of beryllium and copper, resembling brass in strength and electrical characteristics and much stronger than previously used zinc alloys. "New Words" doesn't tell us how it's pronounced. But if you make a faint gargling sound you'll probably be close.

## THERE'S ONLY ONE IN SOUTH BEND



There is only one newspaper in this market—The South Bend Tribune. Competing circulation does not exist, outside circulation is negligible. Test results obtained in "Test Town, U. S. A." are clear-cut and reliable, uncomplicated by competition. Tests made here are economical, too—The Tribune's milline rate is *lower* than the national average. Write for free market data book entitled "Test Town, U.S.A."

The  
South Bend  
Tribune



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Never before, such  
Constellation luxury . . .



# *Capital Constellations*



Sheer beauty, inside and out  
... featuring the "Cloud Club."

Serving Minneapolis, St. Paul,  
Milwaukee, Chicago, Detroit,  
Cleveland, Pittsburgh, New York,  
Washington and Norfolk.

Write for attractive Brochure,  
"Queens of All the Air"



## *Capital* AIRLINES

Girard Perregaux,  
Official Watch . . .

General Offices: Washington 1, D. C.



28% of Ebony readers earn more than \$4,000 a year

36.2% of Ebony readers own their own homes

27% of Ebony readers have been to college



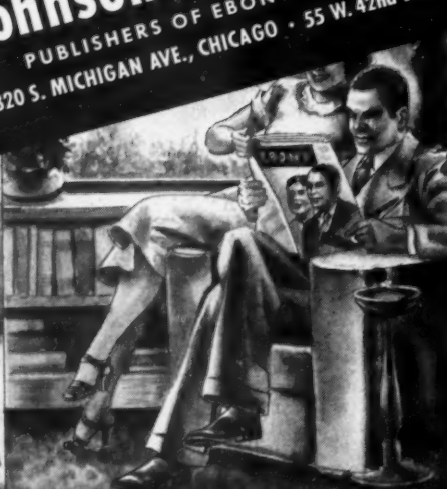
...here is a close-up of an  
**EBONY** family!

The "Ebony family" should be on every magazine list of national coverage. Ebony is to the Negro what Life and Look are to the whites. Send for your copy of the fact-packed booklet, "Ebony Sells the Negro Market."

**Johnson Publishing Company, Inc.**  
PUBLISHERS OF EBONY • NEGRO DIGEST • TAN CONFESSIONS  
1820 S. MICHIGAN AVE., CHICAGO • 55 W. 42nd ST., NEW YORK • 427 W. 5th ST., LOS ANGELES



41% of Ebony readers own new cars



More Negroes read Ebony than any other magazine



Ebony readers buy nationally advertised, branded products



## MERCHANDISING IMPACT built on the Facts from Forbes



**SING A SONG OF SALES!** One of the world's most familiar and best loved faces beams good naturedly from this full-color Chesterfield carton produced by Forbes. Bing sets the tune and you can bet he'll be accompanied by the merry tinkle of cash registers. Cunningham & Walsh, Inc. is the advertising agency for Liggett & Myers Tobacco Co., makers of Chesterfields.



**SWEET AND SENTIMENTAL!** Traditionally seasonal color schemes distinguish Lovell & Covel's 30x42" Christmas display for their Candy Cupboard. Red, blue and green are used effectively, while the candy box and its contents appear invitingly in full colors. Lithographed in 8 colors by Forbes. Lovell & Covel's advertising agency is C. J. LaRoche & Co., Inc.



**MERRY AND BRIGHT!** No half-way measures in this striking gift package, lithographed by Forbes for the American Tobacco Company's Half and Half pipe mixture. Emphasis is on red and green, but no less than 6 colors are used to bring out all of Santa's jovial charm — and sales appeal. The advertising agency is BBDO.

**FORBES FACTS** can help you make the most of your Christmas and other holiday promotions by putting maximum seasonal appeal into your packaging and printed merchandising. Based on long experience, continuing studies and unique facilities in lithography, letterpress, web gravure and die stamping under one-roof management control, these facts are always readily available to you. Ask the Man from Forbes.



The old boy is right! Never was his cargo more attractively presented than in the gay holiday garb provided by Forbes. Your own product will gain powerful seasonal appeal, too — when it's *impact-packed by the Facts from Forbes.*

### FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

*Delivers Merchandising Impact*



# IOWA SURVEY REPORTS

## STARTLING LISTENERSHIP!

### *Average Iowa Family Listens 13 Hours Per Day!*

**A**lthough much research has been done on the total amount of radio listening that occurs in the average home, most studies—whether interviews, telephone surveys or mail questionnaires—have been handicapped by some aspect of their technique. *One result is that the number of total listening hours per day in an average home has been seriously underestimated for many years.*

Now the Diary Study of the 1950 Iowa Radio Audience Survey\* reveals some thoroughly reliable and

rather startling facts about the amount of listening per Iowa home. It shows that the average Iowa family listens to the radio a total of 13.95 "listener-hours" per weekday! The total is a little less on Sundays but jumps to 15.59 on Saturdays!

These figures were compiled from 48-hour diary records voluntarily kept at the time of listening by family members of 930 Iowa homes. They include *all* the listening to *all* sets in the home by *all* members of the household over four years of age. Here is the breakdown:

#### 48-HOUR DIARY PROVEN RELIABLE

The reliability of the 48-hour, diary-type radio survey used in the 1950 Iowa Radio Audience Survey was established by a study conducted in January, 1949, by Dr. Arthur Barnes of the State University of Iowa. He obtained a ten-day diary record from 368 families in 41 Iowa counties. A careful comparison of the first three days of listening with each corresponding day of the week (eighth, ninth and tenth days of the diary) showed no tendency on the part of diary families to "listen more" when the diary was first started.

\*The 1950 Iowa Radio Audience Survey is the thirteenth annual study of radio listening habits in Iowa. It was conducted by Dr. F. L. Whan of Wichita University and his staff. It is based on personal interviews with 9,110 Iowa families and diary records kept by 930 Iowa families—all scientifically selected from Iowa's cities, towns, villages and farms. It is a "must" for every advertising, sales or marketing man who is interested in radio in general, and the Iowa market in particular.

#### NUMBER OF HOURS AVERAGE IOWAN SPENDS LISTENING TO RADIO, DAILY

(Figures are in hours, being total hours reported, divided by number living in Diary homes)\*

	TOTAL, (Average Home)	Average Woman Over 18	Average Man Over 18	Average Child 12-18	Average Child 4-11
Average Weekday	13.95	6.67	4.05	2.61	2.91
Saturday	15.59	6.60	3.80	3.44	3.72
Sunday	13.52	5.86	4.35	4.41	4.19
Weekdays:					
Urban homes	13.24	6.15	3.87	2.79	3.48
Village homes	12.51	7.20	3.84	2.54	2.41
Farm homes	15.47	7.10	4.27	2.52	2.62

\*A total of 100,294 different "Listener-quarter-hours" are represented in the figures.

**A**side from the impressive totals, there is added significance in the fact that of the 13.95 weekday hours of listening, 6.67 hours were registered by the average adult woman and 4.05 hours by the average adult man. In other words, *less than a quarter of the total listening recorded in Iowa homes is done by children under 18 years of age!*

WHO, of course, continues to get

the greatest share of Iowa listening. Out of 57 Iowa AM stations, WHO is "listened-to-most" by 37.5% of Iowa's radio families, daytime, and by 43.9%, nighttime.

The 1950 Edition of the Iowa Radio Audience Survey contains many new and important facts about listening habits in general and Iowa in particular. Write for your free copy, today!

# WHO

## + for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President  
P. A. Loyet, Resident Manager



FREE & PETERS, INC.  
National Representatives

SALES MANAGEMENT

# NEWS REEL



**VINCENT SUELLAU**

Named director of sales, General Chemical Division, Allied Chemical & Dye Corp.; with the firm 30 years, latterly as Heavy Chemical Sales manager.



**GERALD N. ABT**

Formerly sales manager, Barcalo Manufacturing Co., is partner and sales manager of the newly formed national sales firm, The Hanna Co., Buffalo, N. Y.



**TRACY B. MODULE**

Promoted from Northern sales division manager to commercial sales manager, American Stove Co., he succeeds L. L. Peters, now LP-gas sales manager.



**CLIFFORD V. COON**

Vice-president in charge of sales for Rheem Manufacturing Co., has been elected a director of the company. He has been with Rheem since 1934.



**ERVIN J. BOOKOUT**

Promoted to general sales manager for the Cochran Corp., Philadelphia, manufacturers of water conditioning and steam power plant apparatus.



**LAWRENCE M. RICH**

Newly appointed vice-president and general sales manager of the Plomb Tool Co., will also supervise the sales operations of the company's subsidiaries.



**CHRYSLER CORP.:**

Philip K. Hills (left) is appointed to the newly created post of sales manager for Chrysler's Export Division. William S. Woolsey (right) is named assistant director of truck sales, Dodge Division.







## Perfect Timing!

Junior, a past-master at the art of salesmanship, broaches his important business deal (the purchase of six baby guppies to start an aquarium) at just the Proper Moment, when he knows the decision-making executive of the family is in the most receptive mood.

Junior knows better than to try to sell him anything in the morning, when Dad is hurricaning his way to work, with all of the day's upcoming problems weighing heavily on his mind!

Like Junior, the World-Telegram and Sun (*also* an important member of the family) reaches the decision-making executives at just the Proper Mo-

ment—when they are relaxed, at home, receptive to interesting ideas.

This fact becomes important to *you*, when you realize that the World-Telegram and Sun is read by more top advertising agency executives—and advertising buyers in New York's major business firms!—than any weekday newspaper in New York!\*

If you have advertising space to sell, and want to reach the men who buy it, you'll want to learn how economically you can reach them *at the right time* through the pages of their favorite daily newspaper—the World-Telegram and Sun.

*P.S.: Junior got the aquarium!*

\*Source: a recent independent survey by International Public Opinion Research, Inc.



*... A Member of the Family!*



125 BARCLAY ST., NEW YORK 15, N. Y.

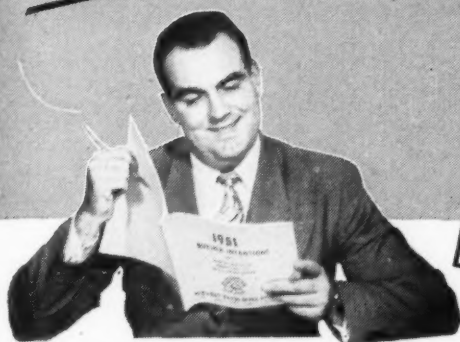
Or Scripps-Howard General Advtg. Offices • 230 Park Avenue, New York City • Chicago • San Francisco • Detroit • Cincinnati • Philadelphia • Dallas



# FACTS YOU AND YOUR SALES STAFF NEED TO KNOW

ABOUT

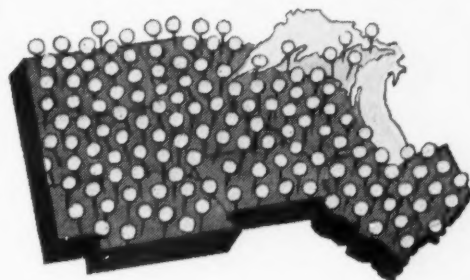
## YOUR MIDWEST SALES POTENTIAL!



**GET YOUR SHARE!** You and your sales organization will fully appreciate the opportunity the Midwest offers when you get the facts on the amazing sales potential of this rich eight-state farm market.

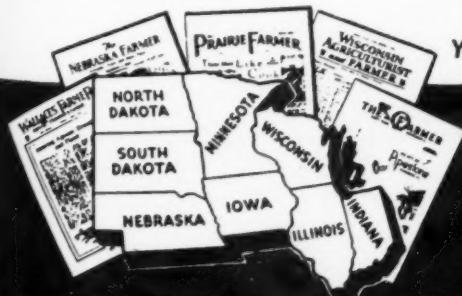
What the 1,183,493 subscribers of the five Midwest Farm Papers intend to buy is a matter of record. They tell you themselves. The "Buying Intentions" brochure is available to you now for planning your 1951 advertising-selling campaign. Use it to get your share of the Midwest farm dollar.

**WHY THE "UNIT" IS YOUR BEST BUY!** Advance information on *what* and *how much* Midwest farmers intend to buy comes to you through the publications they turn to first for information on *what brand* and *where* to buy. The best way to sell them, naturally, is to concentrate your advertising in their local farm papers. (Asked in a recent survey to name the one among all farm publications they would take if they could take only one, "Unit" farm papers were a better than 3-to-1 choice over any of the national farm magazines.)



### MAP OUT YOUR SALES CAMPAIGN WITH A QUOTA BREAKDOWN FOR EACH SALESMAN'S TERRITORY

You can get right down to business with your salesmen and jobbers when you are equipped with facts contained in the "1951 Buying Intentions" brochure. More than 240 items in eight major sales categories are listed for the eight Midwest states. Breakdowns of these figures, state-by-state and county-by-county, also are available to give you an accurate picture of the potential for each sales territory.



YOUR MIDWEST MARKET...

## MIDWEST Farm Paper UNIT

NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER

Midwest offices at: 250 Park Ave., New York; 59 E. Madison St., Chicago; 542 New Center Bldg., Detroit; Russ Bldg., San Francisco; 1324 Wilshire Blvd., Los Angeles.



**WILL IT SELL?**

**BE SURE...**

**THE SPOKANE  
MARKET HAS—**

excellent transportation and distribution facilities; and Spokane is an inventory control city. Checked results of test campaigns conducted in this typical market have led increasingly to the selection of the Spokane area for tests. What works well for others will work well for you.

# TEST *it* WHERE THE TEST IS BEST

## ... in the Spokane Market

Spokane and the Inland Empire have been tested and approved as being the perfect proving ground for testing advertising and sales campaigns. Often when fewer than half a dozen markets are chosen for a test the Spokane market is on the list. Isolated, diversified and stable, the Spokane market is covered thoroughly by just two Spokane daily newspapers.

### RANKS HIGH FOR TEST CAMPAIGNS

One hundred and fifty leading advertising agency executives surveyed by Sales Management (November 10, 1950) ranked Spokane fourth as a test city among all cities in the 150,000 to 250,000 population group. Spokane is in the middle-size metropolitan market group, which the agency executives ranked first for tests from the standpoint of population.

### ISOLATED FROM OTHER MARKET AREAS

The Spokane Market is a region unto itself. Giant mountain ranges bound it on all sides. Spokane is over 280 miles distant from any city of equal size. Tests may be made with the assurance that results will not be affected by sales efforts being made elsewhere.

### COVERED BY JUST TWO DAILIES

Spokane's two great newspapers with a combined week-day circulation well over 160,000 provide outstanding coverage of Spokane and the Inland Empire. Sunday Spokesman-Review circulation is in excess of 130,000. Both newspapers cooperate closely with advertisers.

### DIVERSITY OF INDUSTRY AND AGRICULTURE

Lumbering, Mining, Farming, Livestock Raising, and Manufacturing provide diversity, stability, and continuity in the production of wealth the year round. This is neither a seasonal nor a one-industry market. Spokane and Inland Empire residents live in communities of varied kinds and sizes, from college towns to mining centers.

### TYPICAL POPULATION MAKE-UP

The nearly a million residents of the Spokane Market constitute a diversified population group—rural non-farm, 32%; rural farm, 30%; cities, 2,500 to 30,000, 22%; metropolitan (Spokane), 16%.

**THE SPOKESMAN-REVIEW**  
MORNING SUNDAY

**Spokane Daily Chronicle**  
EVENING

SPOKANE, WASHINGTON

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco, Atlanta. Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

*Combined Daily*  
**CIRCULATION**  
*Now Over*  
**160,000**  
**81.84% UN-duplicated**





This is the  
Advertising Manager  
who put 1,000,000\* MEN  
who read and own  
The Elks Magazine  
on his schedule...and  
helped his Sales Manager  
hit a new sales record.

\* June 30, 1950, ABC statement—  
976,299 circulation — a 26,299  
bonus over guaranteed 950,000 on  
which current rates are based.

The  
**Elks**  
**MAGAZINE**  
New York • Chicago • Detroit  
Los Angeles • Seattle

YOU'LL SELL IT...  
IF YOU TELL IT IN

Advertising  
for  
**KOPPERS**



... In 1944,  
Koppers Company, Inc., ap-  
pointed VanSant, Dugdale as  
the agency for its Aeromatic  
Propeller Department. Between  
1946 and 1949, Fast's Coupling,  
Koppers-Elex Precipitators, and  
Gas Apparatus Departments  
were added.

... In 1949, because of our  
broad experience in the auto-  
motive market, Koppers turned  
its American Hammered Piston  
Ring advertising over to ...

**VanSant, Dugdale**

Advertising Since 1912  
**BALTIMORE**

Write ... Wire ... Call Today

# The Scratch Pad

By T. HARRY THOMPSON

Pat Garber, of New York's Tyler agency, wants to know if those long, thin doughnuts you see in all-night restaurants are "night-crullers." I doughnut know for sure, Pat.

Also, I don't know what Media Records will show on pre-Christmas advertising, but I seem to see more television-set copy in the newspapers than any other classification. It wasn't copy that moved me to buy a new set, however, but the new 10% tax.

They tell me the gal on the Exer-cycle (a special window-dummy) can wear out a pair of slacks in two weeks.

Kaiser Steel to repay huge RFC loan. Debt takes a holiday.

Bissell named deputy ECA chief. Wonder if anybody named "Bissell" ever gets called on the carpet?

A runaway circus-elephant took a stroll on a St. Louis expressway and fouled-up traffic, but good. He may have thought it was a trunk-line.

The conservative *New York Times* made a neat crack in its house-organ recently. Speaking of the troubled newsprint-situation, it said its employees are "babes-in-the-wood-pulp."

A few golfers, too, could use safe-driving lessons.

When copywriters used to complain of running dry, my old friend Bill Cameron used to remind them that all the world's lovely melodies stem from the seven basic notes of the diatonic scale. Writers have more raw material to work with than composers.

Canada to ship potatoes here. Which is like carrying coal to Wilkes-Barre, Pa.

Turns out that Bushman, the Chicago gorilla, is an ophidiophobe. Only his fear of snakes induced him to get back into his cage after a few hair-raising moments on the loose.

## HEADLINE PARADE

Time is the art of the Swiss.—  
*The Watchmakers of Switzerland.*

They sure took it out of my hide.  
—*Pig talking for Swank Pigskin Wallets.*

You'll lick the platter clean. —  
*Swift's Premium Chicken.*

Life is pretty soft in Majorca.—  
*Article in "Satevepost."*

Helping the world get its bearings.  
—*Union Carbide.*

Looks as though only the makers of toy balloons can keep up with inflation.

Frederick Vanderbilt Field, New York millionaire, registers as Red agent. If he has such a contempt for money, I wish he'd blow some my way.

Hardly a man is now alive who remembers a bathtub that empties itself with a rush and a roar when you pull the plug.

I wonder if Sam Hill, of the *Washington Times-Herald*, ever winces when people use his name as a mild expletive?

During National Newspaper Week, I made a talk before a local Kiwanis Club. I did my darnedest to drive home a slogan: "Only the informed can be free."

The parking-meters in Chester, Pa., don't fool. Instead of a pusillanimous "Expired," the red flag shrieks "Violation."

"You can starve your dog," says an advertiser. Sounds like a dirty trick, though.





# ONE MARKET ONE COVERAGE ONE LOW COST



## *The Plain Dealer Gives Advertisers Local Coverage of Cleveland and 26\* Adjacent Counties!*

You get them all in the Cleveland Plain Dealer! There's no need to buy only part of the Cleveland market when these two rich buying areas (Greater Cleveland and the 26\* adjacent counties) can be reached effectively with one low-cost coverage. Retail sales in this 2-in-1 market total some \$2,405,631,000 annually. Here are two almost equal retail markets (see box below), each constituting only half the compact Cleveland market area. Yes, in *one* newspaper and at *one* low cost, you can support your dealers in this tremendous 2-in-1 buying market.

	(Cleveland) Cuyaboga Cy.	26 Adjacent County Area*
Total Retail Sales . . . . .	\$1,389,093,000	\$1,016,538,000
Food Sales . . . . .	344,023,000	258,111,000
Gen. Merchandise Sales . . . . .	256,335,000	90,493,000
Drug Sales . . . . .	39,922,000	20,972,000
Furn., Hsld., Radio Sales . . . . .	70,099,000	44,938,000
Eff. Buying Income . . . . .	2,372,846,000	1,602,861,000

\*Akron, Canton, Youngstown not included.  
Figures—Sales Management Survey, May, 1950

▶ *The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.*

## CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles  
A. S. Grant, Atlanta



first...  
PLANNED for  
the BEST Move!

## the safe, easy LONG-DISTANCE MOVING SERVICE



Engineers check design of trailer against Mayflower specifications.

● Mayflower Long-Distance Moving Service did not just happen. It's the result of exhaustive and continuing research into what is needed to do the best possible job. Mayflower research covers every phase of long-distance moving service . . . equipment, methods, materials . . . setting the bench-marks to which Mayflower Service must conform.

then...  
STANDARDIZED  
for EVERY Move!



Every Mayflower van conforms to Mayflower specifications.

● Mayflower not only has developed the best possible service for a move, but standardized it for *every* move! This was possible because Mayflower, with the largest, company-owned van fleet and company-employed and trained moving-staff in the world, handles the majority of all Mayflower moves with its *own* facilities. Even in peak periods, Mayflower still exercises *complete control* over the drivers and specifications of all leased facilities then utilized. That's why you can order Mayflower Service for your employees wherever they may be . . . wherever they are going . . . and be sure of receiving one quality of service—the *best*—every time, everywhere!

**AERO MAYFLOWER TRANSIT COMPANY • Indianapolis**



Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



What's in a name? Long Beach, California, has two new detectives, Goforth and Ketchum.

Her marital troubles make Barbara Hutton sound like a fugitive from a chain-store.

*The Chicago Tribune* thinks we should scrap the word "democracy." In favor of "republic," if I know the *Trib*.

Being in the public domain, I suppose it was all right for Motorola-TV to latch onto the "Happy Birthday to You" tune as a singing commercial. I'm sure to get mixed up, though, at the next birthday-party when I give out in my gritty baritone.

I suppose it's natural that Pearl Buck should live in Bucks County, Pennsylvania.

Britain reported a shower of "blue rain" awhile back. The late Al Jolson could have told them that it was raining violets.

U. S. fliers "rake" enemy airport. After doing a few of those acrobatics known as a "falling leaf," I presume.

Man wants but little here below. Like that fellow on a poster I see around. The copy says he's "dreaming of cheese."

Atlantic City reports 908 rescues on the beach this past Summer. Or, as the paint-and-varnish people almost said: "Save the surfers and you save all."

Movie-comedian Stan Laurel's condition reported good. I had figured him for a Hardy perennial.

Beer is now 15 cents a glass in Chicago, I hear. I almost said: "Grin and beer it."

A shortage of engineers is reported. Can't we use that rambling wreck from you-know-where?

One trouble with the Far East is that it isn't far enough.

A sincere Merry Christmas, you-all!



## Trade Paper Penetration\* Pays Continual Dividends

When you buy advertising, buy it in a magazine that gives you PENETRATION — the editorial guts that means more pulling power for your advertising. When you advertise in a magazine readers believe in, your advertisement takes on authority and believability — you get results. BUILDING SUPPLY NEWS has won the kind of respect and confidence that prompted a building material wholesaler† to write to his supplier:

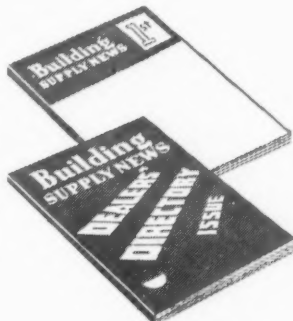
"Building Supply News certainly gets the story over to the dealer and if your advertising department is interested in dealer advertising, it would be worth their while looking into this particular publication. I have never found a magazine that was more helpful to the dealer than Building Supply News."

†Name on request

Remember, BSN's Selective Circulation means that 97% of BSN's dealer and wholesaler subscriptions represent individual establishments.

BSN has the Editorial Penetration that attracts and interests the kind of readers who pay off for advertisers. Yet a full schedule in BSN costs less than a half schedule in the second magazine.

\*Webster defines "penetrate" as follows: To enter into, to enter and pass through; to pierce. To diffuse itself through; to permeate. to affect profoundly; to move deeply. To recognize the precise nature of; to understand. To affect deeply the senses or feelings."



### Building Supply News

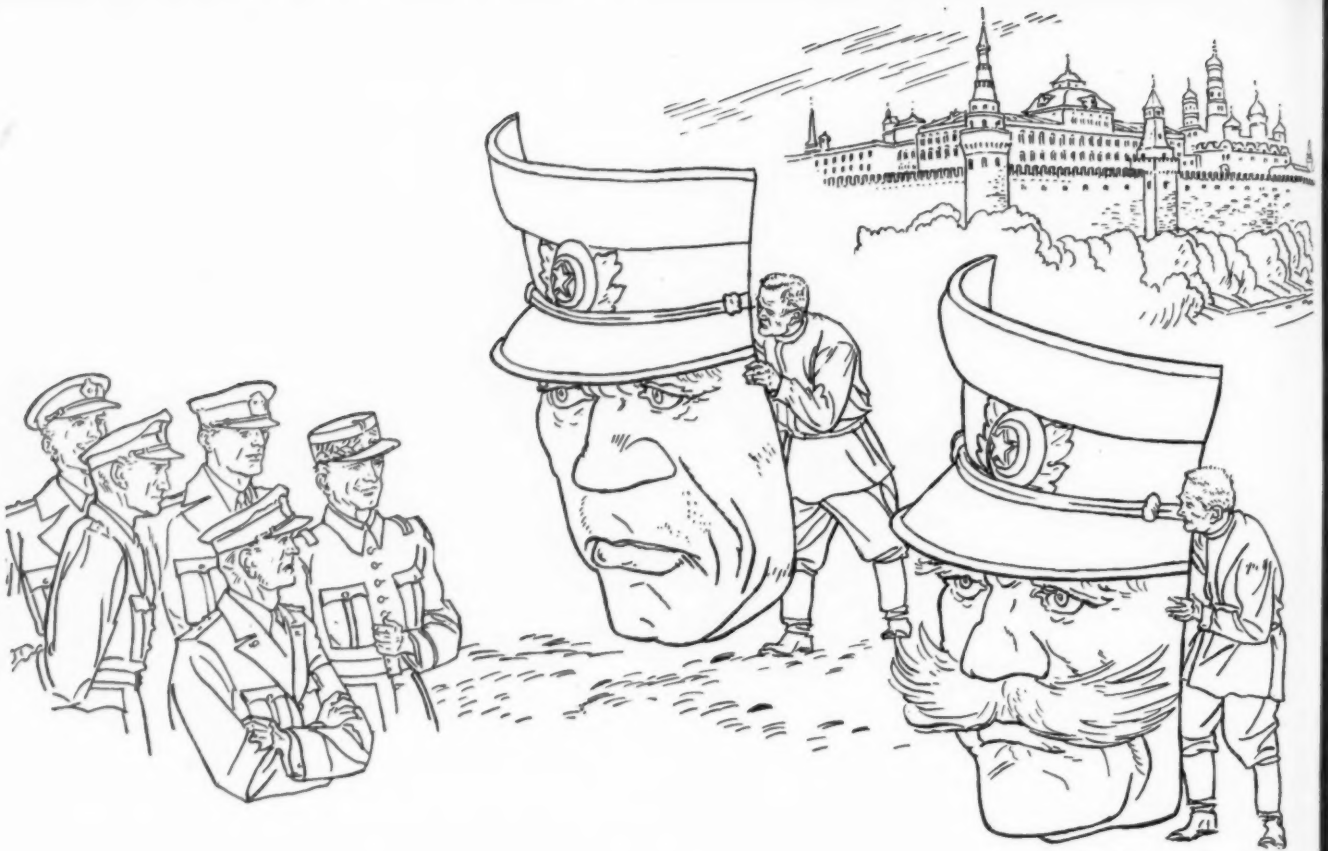
Total Distribution: 25,000

5 South Wabash Ave. Chicago 3, Illinois

Link Your Catalog with Daily Reference Data in 1951 BSN Dealers' Directory Issue

Support your regular advertising and sales efforts with your catalog unit in BSN Dealers' Directory issue, the all-year, dealer-wholesaler buying and selling guide. Published annually in February. Deadline reservations—January 2, for copy and plates—January 3.





# The Russians aren't so tough!

*BRIGADIER GENERAL Frank L. Howley last year returned to civil life after four years as US Commandant in Berlin.*

As the "no-nonsense general" he had ordered American troops to make no concessions; and if anybody was to get lumps, the Soviet must get the most.

After some two thousand hours of official conferences with Soviet brass, and considerable time in unofficial discussion and drinking with high level Reds... General Howley says the Russians aren't as tough as they say—or as we think they are!



This country—State Department, Army, the public—is the victim of Soviet propaganda... the threat and bluff that made possible the Red

aggression of the past five years. But every time their bluff was called, the Russians backed down. The Berlin airlift was a kick in the teeth to Soviet officialdom and Red prestige. Our intervention in Korea was another.

General Howley holds that Soviet forces, though strong in manpower, are deficient in equipment and technical skill; that their industrial production does not permit them to engage in a major war.

*Most significantly ... behind the tough fronts, Russian generals and officials are frightened men, always menaced by the fear of failure and retribution by the Kremlin, fiercely competitive and given to buck-passing.*

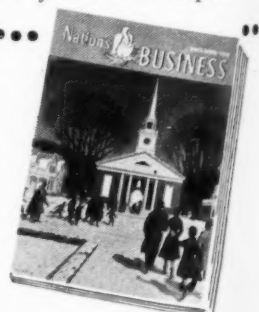
General Howley has his own recipe for Russia. You may not agree, but you will be impressed by

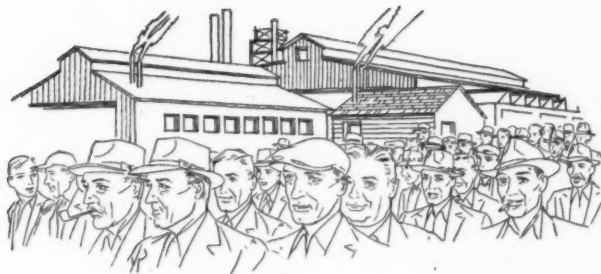
ANGELS TOO HIGH! . . . Inflation has priced wax angels out of the market... the traditional Xmas decoration that used to cost a dime rose to a dollar, and the public stopped buying . . . "Santa's Sideline of Lights and Baubles" by Edith M. Stern.

PORTAL TO PORTAL... Crew of overseas airliner for Europe leaves home Monday gets back Thursday . . . "Flight 170" by A. H. Sypher.

FLOW-SHARES INTO SWORDS . . . York, Pa. in past war got larger share of defense orders than any industrial city its size... by sharing subcontracts with small shops, hiring "Rosie the Riveter", experienced machine operators. York has re-prepared for top production again! . . . Read "The 'York Plan' Starts Again" by M. Lehman.

AND a dozen other fine features for the business man in the December issue.





his knowledge and convictions. Every business man should read "How Big Is Russia's Bluff?" in Nation's Business for December.

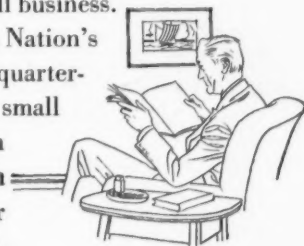
**T**his article by General Frank Howley is again a pertinent reminder of the extent to which the business man is subject to so many influences beyond his control. World affairs today affect production plans, prices, payrolls, plant expansion, store operation, inventories, personnel selection, selling and financing. Every executive must keep his antennae tuned to factors far outside his own industry or trade field.

The need of awareness and information explains the steadily increasing readership and influence of Nation's Business among business men. Its circulation currently is at an all-time peak, in excess of 700,000—half as much again as the next largest general business publication. The growth is the more remarkable when it is remembered that this magazine cannot be casually purchased...that its readers want it enough to pay \$15 in advance for a three year subscription...that its circulation renewal rate is the highest of any in the business magazine field.

Nation's Business is not just another business magazine...is not a vehicle of business news and personalities, of markets, prices and changes. Its distinction is that it is a magazine for the business man—not only as a manager but a human being, head of a family, member of a community and citizen of the United States.

Among day to day happenings, the confusion of current news, Nation's Business gives essential background on the important influences affecting business men. Its content is concerned not with casual circumstances but basic causes; with effects rather than events; with interpretation instead of incident. It takes the long view, emphasizes trends and factors which affect business tomorrow, next month, next year... gives a business man the basic knowledge on which practicable planning depends and the awareness that avoids surprise, upsets, and uncertain improvisation.

NATION'S BUSINESS appeals not only to the big executive in big business, but to the individual proprietor and partner in small business. And this plus appeal has given Nation's Business a plus audience of a quarter-million or more managers in small business and the small town business—and a plus premium in influence and market for Nation's Business advertisers.



*No other publication can carry your sales message so effectively to so much of American business...offers so much immediate market and so much future potential, so cheaply... as this monthly magazine that is "must" reading with such an important segment of business men.*

If you don't know as much about this medium as you should, call any Nation's Business office!

# NATION'S BUSINESS

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND,  
SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

# ADVERTISED LIFE

**The most significant media symbol in U.**



ED IN

**N**EARLY A DECADE and a half ago a score of leading stores asked a new magazine to help them use its customer appeal in their own selling.

Since then, hundreds of thousands of U. S. merchants have used LIFE as a stimulating and profitable selling partner. In recent years, for example, more than 20,000 retailers have staged "store-wide" promotions—some featuring as many as 250 LIFE-advertised products for a ten-day period—using LIFE in windows, on counters, floor by floor, throughout their stores.

So far in 1950, merchants have identified the products they sell by using "Advertised in LIFE" in 14,813,250 lines of their own newspaper advertising. (That's more specific advertising tie-ins than were given the next seven magazines combined.)

To help retailers make full use of their advertising, manufacturers have purchased from LIFE, in the past nine months, some 16,484,184 pieces of LIFE retail promotional materials—plus untold millions of pieces printed by advertisers themselves.

And for the same purposes of complete selling, LIFE, through its Retail Representative Program, has made some 150,000 information-spreading calls in the retail and wholesale fields during the past few years.

Thus the facts of selling with LIFE have grown big with the magazine, which has risen to the present audience, in the course of 13 issues, of more than half the nation.

But the basis of LIFE's retail sales promotion program remains the same: the eagerness of U. S. merchants to sell with LIFE. And for the eagerness there is a simple, clear reason: they read LIFE and enjoy it. And they know their customers do.

**First in Circulation  
First in Audience  
First in Advertising  
First with Retailers**

**LIFE**

**in U. S. selling**

Capitalize on the sales-power of "Show-How". It's good for your publication advertising — it's better for your catalog. The Timmerman Speed Nut catalog takes full advantage of "Show-How", illustrating product application along with technical information. The loose-leaf pages provide more "showroom" — for better display.

Heinn, originator of the loose-leaf system of cataloging, is the exclusive producer of Protecto-Process catalog covers. Protecto-Process loose-leaf covers give more years of service — retain their classic beauty longer than ordinary covers. Before you plan your next catalog, get the Heinn "Show-How" story and the facts about Heinn Protecto-Process covers.

**"SHOW-HOW"**

**— that's what  
Makes Sales!**



**HEINN**  
MILWAUKEE  
THE HEINN COMPANY  
326 WEST FLORIDA STREET  
MILWAUKEE 4, WISCONSIN  
ORIGINATORS OF THE Loose-leaf SYSTEM OF CATALOGING

## WASHINGTON Bulletin Board

### RENEGOTIATION

► If a manufacturer's Government contracts are renegotiated, it's now quite possible that the contracts between himself and manufacturers' agents from whom he buys will be renegotiated, too.

How does it happen that agents, who never think of themselves as connected with Government bidding, now find themselves liable to renegotiation? It depends on whether prices of the goods they sell are renegotiated. If they are selling industrial equipment to war contractors, the chances are that they will be renegotiated, even though the war contractors, to them, are simply old customers.

The Tax Court recently decided all this in a case against James B. Armstrong, a New York City agent with exclusive territorial rights for Endicott Forging and other companies. He sold to such companies as General Electric, International Paper, etc.; had been selling for years before the war.

Mainly on repeat business, his commissions shot upward in the early 1940's. The Armed Services decided to look into it. It demanded a refund and won the case in Court. Armstrong pointed out that he often had put in a 16-hour day; the Court allowed him a little for his hard work, but not much.

When is an agent a Defense contractor? If his principal is not, he isn't. Defense spokesmen, in light of the case, say that he is likely to be a contractor if all these conditions hold:

1. He's placed orders subject to renegotiation.
2. In addition to booking orders, he also, in one way or another, serviced them; explained the use of products to those who'd use them; offered engineering advice or found advisors, etc.

Armstrong himself was no engineer, but he introduced his customers to engineers and other technical men on his boss's staff. That fixed it: He was a contractor.

Not all business to companies doing Defense work is subject to renegotiation. A company is liable if:

1. Its products will be used in Defense work, on negotiated Defense jobs. (This excludes bid jobs).
2. The amount is over \$1,000.
3. The stuff being shipped to the direct contractor is custom made or, at least, is not stuff ordinarily carried in stock.

A DO rating is evidence that the business is renegotiable.

Since, as the controls get more severe, much apparently civilian business will be indirect Defense work, sales managers once more must acquaint themselves with these things.

### NPA

► NPA employes are victims of what might be taken as the classic case of How-Not-to-Deal with Government. A great many orders have been issued, hurting people. They contain loopholes, allowing particular concerns that have been hard hit special rights. People haven't been looking for the loopholes. Instead, they've been writing their congressmen.

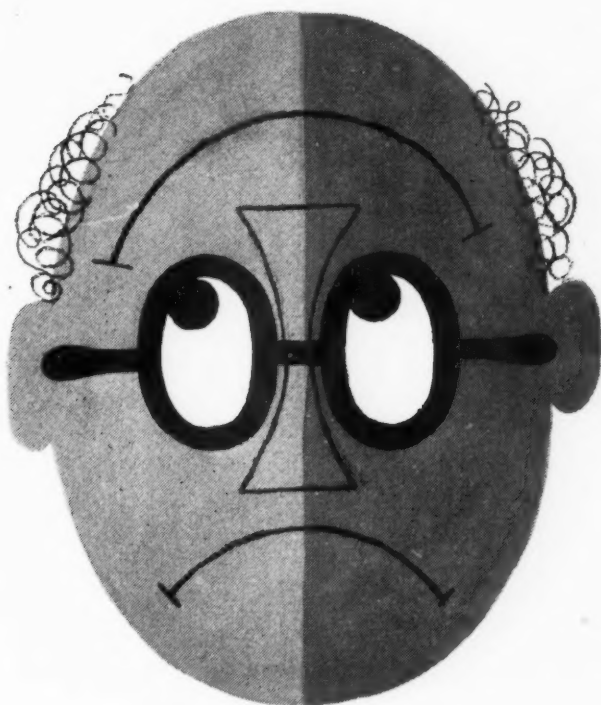
So, hundreds of letters are routed from the congressmen to NPA men. The NPA men are supposed to be handling directly the cases put to them by concerns in trouble, but instead give their time to congressional correspondence, which in any agency has A-1 priority.

► As expected by NPA men themselves, the DO rating system is proving insufficient. Among the difficulties:

1. People with rated orders can't

SALES MANAGEMENT

*House Beautiful sells both sides of the counter*



*Standing on your head to make sales these days?*

Does Regulation W spell woe for your product? Then put your brand name across to America's 600,000 blue-ribbon families...and the alert retailers who sell to them. You reach them all, and make a lasting impression on them, when you advertise in HOUSE BEAUTIFUL.

Consumer readership of HOUSE BEAUTIFUL runs better than 2 million, 700 thousand\* persons every month...a sizable audience for your product story. A sizable market, as well. At least 90,000 of HOUSE BEAUTIFUL's regular readers belong to families earning more than \$25,000 a year. And all of them

are eager to better their homes...better their living. If they weren't, they wouldn't read HOUSE BEAUTIFUL.

Furthermore, HOUSE BEAUTIFUL has more subscribers among persons in retail trades than any other national consumer magazine. Some 50,000 of them. They keep tabs on what their best customers will be asking for by reading the magazine that most influences their best customers' tastes and expenditures.

So you see? There's no point in bending over backwards, turning yourself inside out, or standing on your head to make sales these days. Not when it's so easy to advertise in

***House Beautiful***

*the magazine that sells both sides of the counter*

\*Based on 4.5 readers per copy, established by publisher's surveys; and an average estimated circulation during the first six months of 1951 of 600,000.



ALICE PARTRIDGE  
HONOR McGRATH  
ELEANOR ROOSEVELT  
MYRTLE MEYER ELDRED  
MARY HAWORTH  
JOSEPHINE LOWMAN  
HEDDA HOPPER  
ALICE HUGHES

To Help You  
**SELL WOMEN**

A full page all their own every morning with a lead food story by Alice Partridge 365 days of the year—outstanding features written by and for women—fine coverage of society and women's affairs. Those are just a few of the reasons why the Courier Express is the best liked and best read newspaper among the housewives of the 8 Western New York Counties.

**It Gets Results**

**BECAUSE**

**It Gets Read Thoroughly**



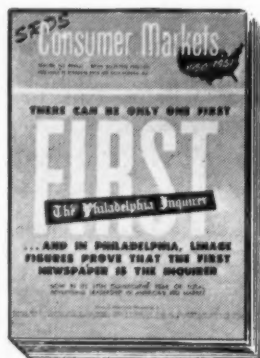
# CONSUMER MARKETS

**Published by Standard Rate & Data Service**

fills the needs of national advertisers, advertising agencies, market analysts, media sales and promotion managers for accurate, up-to-date, detailed market facts on every state, county and city of 5,000 and over in the United States.

One agency partner says: "We turn exclusively to CONSUMER MARKETS, because it has the SRDS statistical assembly know-how developed to a remarkable degree of accuracy."

Note to publishers, radio and TV station managers: Review a copy of the current 1950-51 Edition of CONSUMER MARKETS and see for yourself why it will pay you to arrange now for a Service-Ad to represent your medium near your market's listing in the forthcoming 1951-1952 Edition. Your prospects use CONSUMER MARKETS when they're comparing markets.



882 pages of accurate, up-to-date market figures with state-county and major market area maps, organized for greatest working convenience.

**Consumer Markets**

Published by Standard Rate & Data Service  
**Walter E. Botthof, Publisher**  
333 North Michigan Avenue, Chicago 1, Ill.  
New York • Los Angeles

find goods. They are advised to get in touch at once with NPA, which will help them look. Already NPA has issued several "Directives," ordering manufacturers to honor orders.

2. DO ratings are wanted from essential municipal projects — water system repair, for instance.

3. There's a lot of trouble with MRO; that is, maintenance, repair and operations purchase orders. All NPA restrictions on the use of this or that exempt MRO. But that's proving insufficient: Companies can't find the repair parts and need ratings. Ratings are allowed only to companies doing Defense work. Officials say, however, that some system of relief will have been worked out before equipment has gotten into disrepair.

► The drastic order reducing civilian use of aluminum was relaxed for a simple reason: The Armed Services were not ready to take up 35% of the supply as fast as first estimated.

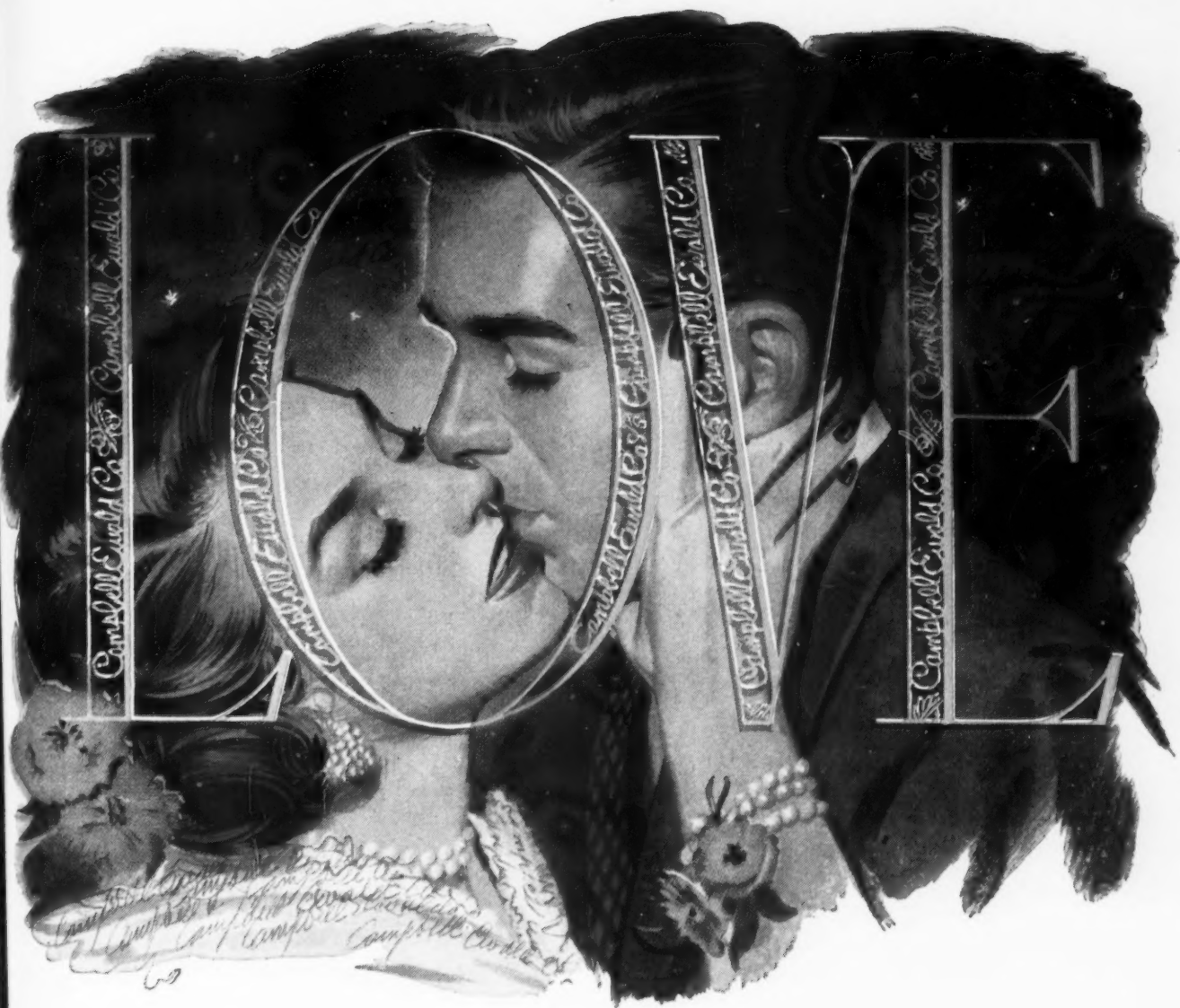
## RESOURCES BOARD

Stuart Symington some time ago announced that the Government is ready to lend money for expanding plant capacity. Companies selling industrial equipment should acquaint themselves with the terms, which perhaps are indicated best in the application forms. These can be obtained from several agencies, which are enumerated in a press release by the Board, "OC-SH (11-21-50)—No. 197." You can get the release by writing the Board. NPA has the forms. The loans are long-term based on mortgage that will be held by RFC.

## FTC

► The trial examiner's opinion in a case against Champion Spark Plug had suggested that wholesalers' discounts, like others, must be justified by costs. There was an immediate outcry from wholesalers' organizations. The Commission, in reply, more or less pledged itself not to interfere with functional discounts. It's to be seen whether this affects the Champion and associated cases, none of which has been decided.

► Cases against cosmetic makers, charged with discrimination in sending demonstrators to different retail outlets, are being argued. One question being raised is whether the Commission first will issue particular injunctions or promulgate a general code. Incidentally, however, it's FTC policy not to merge an order against an individual violation of the Clayton Act into a general code.



ADVERTISING

WELL DIRECTED

What's *love* got to do with Advertising? Plenty! Our business is promoting *sales*. Ever stop to think how many things are bought and sold because somebody *loves* somebody else? Well, it's astronomical. Take all those nourishing foods and warm clothes Mom and Pop buy for a couple of kids they love so much. And, of course, there's young love . . . romantic love! Now, you're really getting into big business. Wedding rings, trousseaus, honeymoons, furnished flats, pop-up toasters! Yes, things really start perking when Love comes along.

Maybe it's because Campbell-Ewald Company has long recognized the importance of the

*heart department* that we have always tried to make our clients' advertising messages a little warmer and friendlier and closer to the target of Dan Cupid's arrow. We found out a long time ago that Dan is a very handy little fellow to have around in any kind of media. And in *television* (one of our specialties), he's terrific! You can't beat a good love story on the video. That's why Campbell-Ewald TV programs, such as TRIPLE FEATURE THEATRE, sponsored by Chevrolet Dealers on Los Angeles Station KECA-TV, have always been so popular. People *love* them, and we love producing them.

Love may laugh at locksmiths . . . but don't you laugh at *love*. It's *your* best salesman.

# CAMPBELL-EWALD COMPANY

H. T. EWALD, *President*

DETROIT • NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO • MIAMI



**Which one would you spend money on ?**



You might get a hung jury if you asked men at random on which of these women they'd spend hard-earned cash.

But among advertisers, the vote would be unanimous for the lady in the upper right hand corner!

She's an unusual woman. While the average woman gets married at 21, she walked down the aisle *before* she was 20. While the average woman has her first child at 23, she became a mother by 21.

Now she has a real family—a family that means a thousand and one household purchases every year—and *she's only 23!*

Where else would you find such a good prospect...so early?

Where else but...Modern Romances!

Over 3 million women read Modern Romances, 71% of them married or engaged. Their median age is 23. And almost  $\frac{3}{4}$  of Modern Romances families have one or more children living at home.

Advertisers are more and more aware of the value of the young married woman. With Modern Romances they get a direct line to the youngest married market of all!



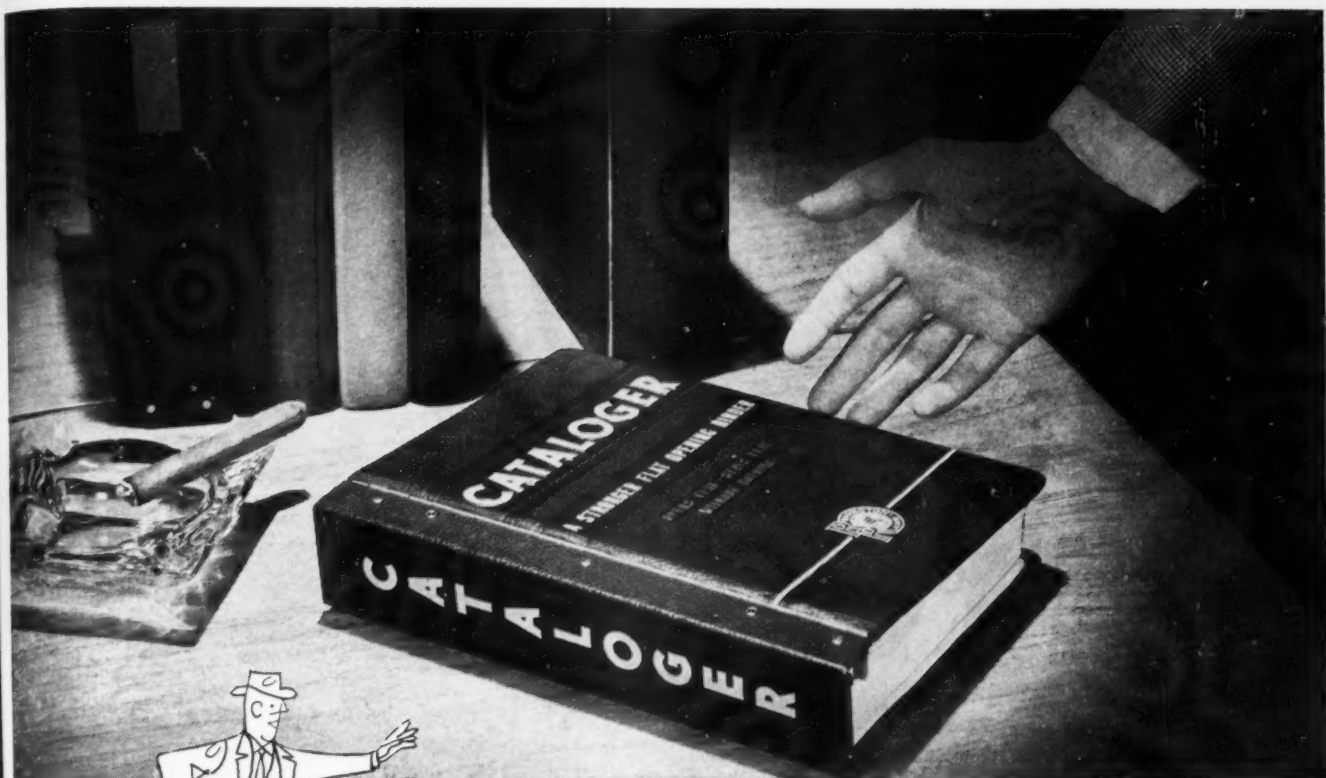
*Get the whole story from*

**modern romances**

*America's Youngest Married Woman Audience*

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVE., NEW YORK 16, N. Y.





## THE SALESMAN THAT NEVER GOES HOME...

This is your twenty-four-hour salesman, *your catalog!*

This is the salesman that misses no buses, doesn't oversleep, never heard of the Dodgers or television, is on the job all day, every day.

And it sells! *IF... it has greater appeal than its competitor catalogs! IF... its outward quality matches the quality of its offered contents!* Cover appeal in your catalog binder helps produce those sales. The catalog that's easy-to-use brings customer response... the catalog that's "right" puts quality in the customer's mind—and keeps it there.

Remington Rand's metal-hinged CATALOGER was designed, engineered to win customer approval, to offer the most in convenient handling and use, to put your message across effectively, to make it easy for your customer to buy.

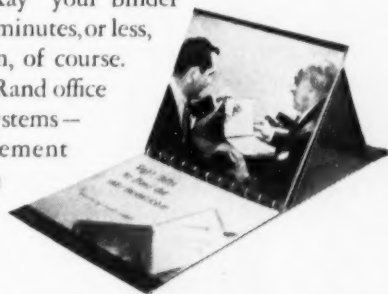
CATALOGER opens flat, needs no help from hands or paperweights, holds up to 1000 pages securely and neatly, expands 75% to accommodate additional contents (from 2" minimum to 3½" maximum).

Contents can be transferred from ring binder to the CATALOGER without repunching. And you get full flat-reference, too. CATALOGER automatically expands when opened; its telescoping posts extend to present each page from edge to edge.

To give your catalog identity, use CATALOGER—it's the *right* binder for the job. Our "X-Ray" demonstrator—"Cover Appeal for Sales Appeal"—shows 204 different cover designs and fabric combinations. You "see" your binder before you put out a penny!

It will pay you to ask about CATALOGER... or have our representative "X-Ray" your binder problems. Takes only ten minutes, or less, and there's no obligation, of course.

Just call the Remington Rand office near you, or write to Systems—Photo Records, Management Controls Division, Room 1577, 315 Fourth Ave., N. Y. 10.



# Remington Rand

THE FIRST NAME IN BUSINESS SYSTEMS

This is "SIGHT-SELLER," the brand-new display binder with the built-in easel. No set-up time, no snaps, no fold-overs. Sits up and takes orders, or, lies flat as this\_\_\_\_\_!





With 3½-million circulation, Better Homes & Gardens is actually one of the three biggest man-woman magazines—and the only one that made the grade through 100% service!

**T**RY this one on your media list for size!

You'll see immediately that Better Homes & Gardens' 3½-million circulation makes it one of the three biggest magazines read with equal interest by men and women.

Now try it on for *selectivity*—and its size becomes even more impressive!

For only in BH&G will you find 3½-million families screened for keen interest in their homes.

Only in BH&G will you discover 3½-million families attracted entirely by 100% service content on better living.

Only in BH&G will you reach 3½-million families primed for buying by helpful editorial counsel on running a home and raising a family.

Yes, of all top-power magazines, only Better Homes & Gardens offers you this combination of mass size and selective readership—this rich, responsive market for any product or service.

Doesn't this suggest that you give Better Homes & Gardens the top position it merits in your advertising plans for '51?



# SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending December 15, 1950

## A HAPPY POINT OF VIEW

The coming cut in scarce materials will be a headache to many manufacturers, but some seem unduly pessimistic about their civilian output. Most of us are so accustomed to increasing quotas each year that if a setback is in the cards we lose perspective.

The folks out at Hotpoint in Chicago do not belong in that camp. At last week's distributor convention they used charts to explain that even without restrictions they could hardly expect 1951 to equal the terrific 1950. But, assuming a 25% cutback in electric range output, the industry would make 1,350,000 ranges—a very healthy business and far above average for the postwar period. Automatic washers should reach 1,500,000, or a 76% increase over 1949. Even a 30% reduction would make 1951 the second biggest year in the business. In view of expected replacement sales and new home construction, it is believed that consumers could absorb 4,500,000 refrigerators in 1951. The industry could tolerate a 27% cutback without decreasing the sales effort required to move this volume.

In other words, business can be very good—and require a lot of salesmanship—even though unit sales are less than the unprecedented and terrific 1950.

## AD STATEMENTS THAT ANNOY

For several weeks a frequently heard radio commercial has annoyed me. It's Savarin Coffee's claim, "Savarin is the coffier coffee." . . . This morning my breakfast was ruined because out from the *Herald Tribune* popped an ad by the Amalie division of L. Sonneborn Sons, Inc., in which Amalie is called "the oilier motor oil." Now, how can one batch of coffee beans be coffier than others, one oil oilier? Sounds downright silly.

What about you, dear reader? Do you have any pet hates in radio commercials or other advertising claims or slogans? Let's have them, and we'll give them an airing in print before our jury of market opinion.

## "GADGETS" NO LONGER PATENTABLE

On December 4 the Supreme Court made a ruling which may have far-reaching effects on marketing. In a unanimous decision the Justices ruled that the Constitution never sanctioned the patenting of "gadgets." Justice Douglas said: "An invention need not be as startling as an atomic bomb to be patentable. But it has to be of such quality and distinction that masters of the scientific field into which it falls will recognize it as an advance. . . . A patent must serve the ends of science—push back the frontiers of chemistry, physics and the like; make a distinctive contribution to scientific knowledge."

The suit was brought by the Supermarket Equavent Corp. against The Great Atlantic & Pacific Tea Company for infringement on the three-sided tray-like device

used on store checkout counters to pull customers' merchandise up to the checker.

The decision has marketing significance because no longer will companies be able to use patents to keep a monopoly on trivial improvements; they will have to use better selling and better promotion to build—and hold—a franchise with the public on minor changes. With competitors in a position to copy what the Supreme Court refers to as "gadgets" they will have to get to their potential customers "the fustest with the mostest."

## FROM THE MOSCOW PIPELINE

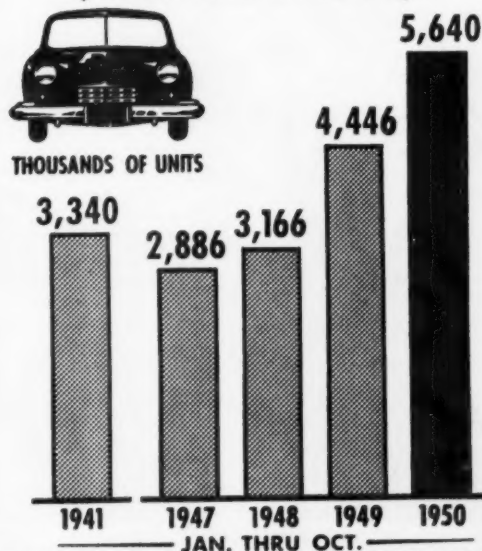
An AP dispatch from Moscow quotes a recent *Pravda* editorial on the front page of this important paper, emphasizing that more and better advertising is necessary for the progress of Soviet trade.

The emphasis on advertising is showing results in and about Moscow. There has recently been erected on one of the most important central squares of the capital a large neon red-and-blue sign calling on Soviet citizens to deposit their money in savings banks, and on highways leading out of the city signs are erected advertising products sold in Soviet stores, including such items as beer, cigarettes, autos, perfumes, deodorants, sausages, cheese and insurance.

How does a Soviet organization which wishes to advertise its products organize this matter? In the first place it must receive an allotment in its budget for advertising.

## PASSENGER CAR PRODUCTION

(FACTORY SALES IN THE U.S.)



SOURCE: AUTOMOBILE MANUFACTURERS ASSOCIATION  
GRAPHIC BY PICK-S, N. Y.



This must be presented as a part of its financial plan and receive the approval of the ministry to which it is submitted. Once this approval is secured, and with it the necessary funds, the organization in question can approach the advertising office of the Ministry of Trade. With the assistance of this organization a program for advertising the particular item in question will be worked out and contracts signed.

The actual physical handling of the advertising will then be done by the advertising office, which is expected to pay its own operating expenses from the fees it collects from the advertising.

The statistical office of the United Nations has developed per capita national income figures for the year 1949 for 70 countries, measured in dollars of the 1949 value. The United States leads with an average of \$1,453 per capita while the Soviet Union is 23rd with an income equivalent to \$308 in United States dollars.

## DO HIGH TAXES CREATE PROFITS?

Walter K. Gutman, a writer on economics for the New York *World Telegram & Sun*, makes an argument about high taxes which I find most startling and interesting.

He says that when the government spends all it takes in, as it did in World War II and is doing now, the taxing power acts as a circulating pump which concentrates purchasing power in certain desired directions. "So long as the government spends all it takes in, business as a whole cannot lose, instead it may be stimulated. We must remember that if there were no taxes, and also no roads, schools, armies, police, etc. there would be economic stagnation. Profits are a type of tax, a tax imposed on the buyer to reward the seller."

"There can be no doubt that during World War II

high taxes and high profits went together. Part of the profits can, of course, be credited to inflation. This also seems to be part of the rose and thorn of active business."

He uses the following table to prove that taxes are a dynamic force for profits:

	Consol. Net Sales To Fed. Government	Corporation Taxes	Corp. Profits After Taxes
Figures in Billions			
1939	\$ 5.2	\$ 1.5	\$ 5.0
1944	60.2	13.5	10.8

## DRINKING YOUR TAXES

According to Ed Fein (Research Company of America), whose annual study of the brewing business was recently released, there were no state taxes on beer before prohibition, and the federal taxes were only \$1 a barrel.

Today the federal excise tax on production is \$8 a barrel of 31 gallons, while the state taxes average \$2.16 a barrel.

It isn't strange, therefore, that the beer consumption peak was hit during the fiscal year of 1914, when the average American downed 21 gallons of suds, and today consumption is only 17.1 gallons—but just try to look 17 gallons of beer in the face and it still looks like a big total.

In 1900 there were 1,816 brewers which produced about 40 million barrels, or an average of 21,605 barrels each. Today the 392 breweries in operation produce almost 89 million barrels or an average per plant of 226,384 barrels.

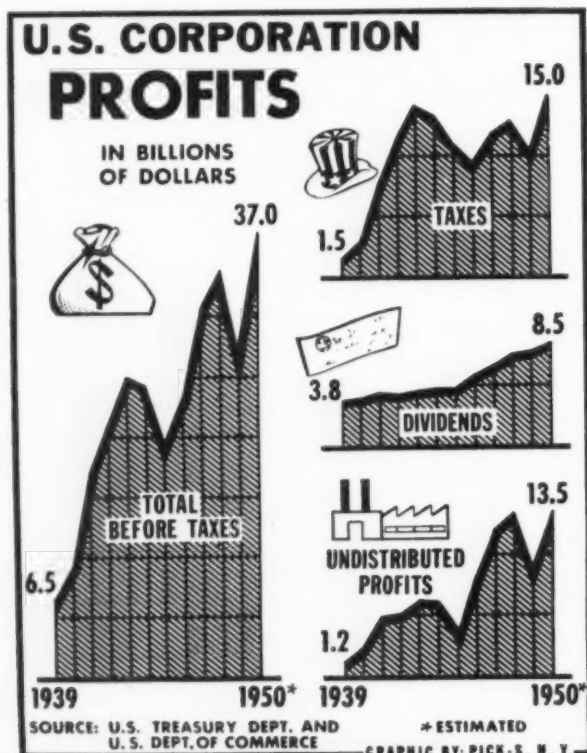
## WHO SETS INDUSTRY PRICES?

According to a study by Wroe Alderson of Alderson and Sessions, Philadelphia, price competition in the fabricated products field usually stems from the industry's leader or at least from a near-leader who has hopes of capturing the lead position. It just isn't true, he claims, that the marginal firm determines the price level at which the given product will be sold. In some of the government prosecutions under the anti-trust act, the allegation is made that industry holds an umbrella over the marginal firm.

Alderson's contention may be correct, but we would like to see a little more proof. It does seem obvious that the big firms—the United States Steels, the General Motors, etc.—or any other really efficient producers are in a tough spot because if they fix prices at a level which will permit less efficient competitors to do well, they make so much profit as to be a target for reformers and labor unions, while if they reduced prices to a point which would permit them to make a "fair and reasonable" profit they are almost sure to be charged with being a monopoly, and guilty of wilfully putting small competitors out of business.

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT





# Adventures In Shopping

BY THE SALES MANAGEMENT STAFF\*

Do stores really *sell* your products, or merely "carry" them? Do they *know how* to sell the national brands they stock, do they *want* to sell them? SM gets some answers on these brands:

Admiral TV sets  
Eversharp pens  
Frigidaire refrigerators  
General Electric appliances  
Hotpoint refrigerators  
Int'l Harvester refrigerators  
Lentheric Nu-Tan lotion

Maidenform bras  
Norge refrigerators  
Parker pens  
RCA TV sets  
Helena Rubinstein sun tan lotion  
Sheaffer pens  
Utica and Wamsutta sheets

No matter how big, how powerful, how convincing a consumer advertising campaign may be, the pay-off remains at the dealer's counter.

Manufacturers build up a "consumer franchise" through consistent advertising. A few of them—but very few—succeed in establishing consumer *demand*. Usually they have to settle for consumer *acceptance*, for in nearly every line there are several good makes, well advertised, and the consumer swings back and forth between them, with the final decision tied up with availability, dealer enthusiasm, comparative values, recommendations of friends, and a host of other factors.

The dealer, too, has a franchise, and in the case of big

operating units in the chain and department store field it has considerable value. A manufacturer is lucky indeed if he can make his name mean more to Chicagoans than the name of Marshall Field. It's also true of many small-town or neighborhood stores where the merchant knows most of his customers and shares the community life with them. If his statements *confirm* what the manufacturer says in his advertising, then the sale is likely to be consummated. If he says it just ain't so, then who is going to be believed, the local man who possibly is a lodge brother, or some far-off manufacturer?

If your product is one which moves through retail

\*First of a series of articles.

stores, do you *know* what is happening to it at the point of sale? Do you ever go into stores where you are a stranger and learn what the sales people are saying about your product?

To capitalize *fully* on the dollars you are investing in consumer advertising, you must have your product in a reasonably large number of stores (because despite the clever Camel slogan, not many people are going to walk miles) and the people who meet the public must *know* how to sell it, and *want* to sell it.

To measure the extent to which retailers are trying to consummate the sale which the consumer advertising has started, SM staff members, including its field editors in all the large cities, are turning in reports on just what happens when the consumer exposes himself or herself at the retail counter. We draw no percentages, make no claims about typicality. The remarks or attitude of an individual sales person may or may not be truly representative of the store. Some of the reports indicate a high degree of ignorance of the product, apathy, and occasional downright malice toward it. Here is the first batch of field reports:

### 1. Lack of Product Knowledge

Vim Appliance Store, New York  
Refrigerator Department

I said I had just built a house in Scarsdale, and was shopping for a refrigerator. There were two brands the salesman concentrated on, Hotpoint and International Harvester. He did very little to bring out the differences between the two appliances. His only selling story was that one was a 7 cubic foot box (I.H.) and the other (Hotpoint) was 8.

When I asked about the differences in operation, he replied, "*A refrigerator is a refrigerator, isn't it? How much difference can there be?*"

### 2. The Customer's Interest at Heart

B. Altman & Co., New York  
Domestics Department

I asked for muslin sheets. She brought out one—"made by Tavern and a very nice quality for the price—only \$3.29 for the large size and \$2.99 for the twin." (She didn't say so, but the Tavern is a B. Altman private label brand.)

I expressed a preference for the Wamsutta brand. "Oh, yes, the Wamsutta is the finest sheet made—a luxury sheet, very smooth and comfortable to sleep on, but do you send your sheets to a commercial laundry?"

"Well, then, I suggest that you take the Utica Beuticale sheet. It's a very fine quality sheet, but not as fine as the Wamsutta. It will stand up much better in a commercial laundry. The Wamsuttas are much too fine for the rough treatment given sheets in a laundry."

### 3. The Case of the Rounded-Point Brassiere

Macy's, New York  
Lingerie Department

I asked to see a Maidenform bra. She brought out two cotton models—\$1.50 and \$1.79. I asked about the difference in them.

"The difference? Oh, in the price? I guess . . ."—and she turned the price tags over, hoping to find some information. "I guess this one must be better made—it's certainly the same material." I volunteered that the straps



of the higher-priced one were stitched so that the clasp wouldn't slip. She agreed it was an advantage. Then the question of contour came up; the models at hand had too sharply pointed an outline to suit me. . . . "Do you have something with a more rounded outline?"

"Oh, in Maidenform? I don't think so. These two aren't nearly so pointy as their other models."

"I don't want either of these. It doesn't have to be that brand. What else do you have?" After much pulling out of boxes and drawers, questions as to size, she came up with a bra in nylon.

"You know, miss, there aren't any of these made rounded,—not in size 32. It's only in the larger sizes they make them—and even then they aren't *really* rounded. They are just flat-chested. Of course if *that's* what you want . . ."

### 4. The Demonstration That Wasn't

Gimbel's, New York  
Radio-TV Section

I said I was interested in a TV set, either RCA or Admiral. He concentrated on Admiral, claiming both were about equal in technical advantages. I indicated that I thought RCA was the better, and he then changed his original stand, claimed that Admiral had an edge in both technical features and styling. I said I had a phonograph attachment I would like to attach to the back of the TV set. He assured me the Admiral had it but when I insisted upon seeing it he made an inspection and found there was none.

Upon pressing, he admitted RCA had one, but he belittled the advantages of such a connection and also referred to the "ugly" back of the RCA set. . . . When I asked to see a performance of either or both TV sets, he explained they were disconnected. He made no effort to plug them in, and I left.



# 5. Boredom and Apathy

## Macy's, New York

### Major Appliances Department

I went in with a real interest in buying one of three refrigerators—a Frigidaire, Norge, or General Electric, all of which were on display. I asked a salesman to show them to me, and explain the differences. He pointed vaguely to the opposite end of the section, and said, "Our Frigidaires are over there."  
I walked out.

# 6. Pushing the House Brand

## Bloomingdale's, New York

### Heavy Appliance Department

We are in the market for an electric range, and I asked to see a General Electric; he showed one priced at \$299 and also an AMC, Bloomingdale's own brand, at \$229. I asked him to explain what differences there were between the two ranges. He claimed that with the GE at \$299 I was paying for the brand name, and that the AMC was exactly the same stove, without some of the trim. He said there was the same guarantee on both stoves and, "it would be silly to pay \$70 extra for a brand name."

# 7. The Deliberate Knock

## Bon Marche, Seattle

### Pen Department

I expressed an interest in fountain pens. She showed me the Sheaffer, the Parker and the Eversharp. The Sheaffer was in a special counter case, the others in the showcase below. She worked harder on selling the Sheaffer because—so she said—of the ease with which it could be filled (also, it was the most expensive!). I expressed an interest in Parkers and she said, "It's a good pen, too, and some people ask for it, but we sell more Sheaffers than any other pen. See . . . all you have to do is press the plunger down once" . . . I remarked that I had read and heard a lot about Eversharp and weren't they a little

less expensive? She replied, "The Eversharp? Oh, it just has this same old type of rubber pump fill. They haven't done anything new to this pen for 20 years!"



# 8. Throwing the Sale Out the Window

## Lynchburg, Va.

### Department and drug stores

I went to the cosmetic counter of a department store and asked for a bottle of Lenthieric Nu-Tan. She was sorry. They didn't carry the brand . . . Dead silence . . . not another peep out of her although the counter was loaded with preparations made by other manufacturers.

I tried a drug store on the next block. Here the story was much the same, but with a different twist. . . . The clerk made no attempt to sell me something else, but threw the sale out the window by suggesting I try *another* store down the next street.

As soon as I walked to the cosmetic counter I was greeted by a soft southern drawl. "What can I do for you?" I asked for Lenthieric Nu-Tan; she said she was sorry they didn't carry that particular brand . . . "But I highly recommended this sun-tan lotion of Helena Rubinstein" . . . and pulled out a bottle, pointed out the fact that it was in a new plastic container that just had to be squeezed, squirted some on my hand to show me the color and to sniff its perfumed fragrance—and remarked that it would particularly help a windburn,—which was my very obvious condition. . . . So I bought the Helena Rubinstein and was very satisfied with it.



**Editor's Note:** Watch for the next installment—following issue—of these SM-exclusive Adventures In Shopping. The one coming up deals with store attitudes toward such brands as Simmons and Englander mattresses, Mohawk, Utica and Wamsutta sheets, Bulova and Elgin watches, Chevrolet, Ford, Plymouth and Pontiac cars, Conlon, Easy, Hotpoint and Horton ironers, RCA and Magnavox TV sets, GE, Universal and Sunbeam irons.



**BALTIMORE'S PRIDE . . .** For the first time in 20 years The Civic Award Committee of the Advertising Club of Baltimore has singled out an advertising man to receive its coveted Man of the Year Award. . . . The gent who copped the cup is Joseph Katz, head of the agency bearing his name. And advertising people all over the country are saying, "It couldn't have happened to a nicer guy!" Often called the "dean of Baltimore advertising men," Joe Katz is well known for his continued unselfish record of helping "good causes." As he once put it, his agency is a sort of Union Station for projects of all kinds—civic, philanthropic, patriotic. He assisted, in the face of heavy opposition, in the fight to obtain dogs for medical research, stumped for slum clearance, touted the Recreation Loan. And on the premise that the state of mind has a lot to do with the state of business, he started a one-man "Business Is Good!" movement. It wound up with Joe pinning one of his B-I-G buttons on President Truman, by request. He's a director of The Advertising Council, the organizer of the East Baltimore Boys—a group of men who grew up in East Baltimore and made good. And he's rightly proud that at least a dozen Baltimore agencies are headed by men and women who started with him. . . . A bibliophile, he is a Poe and Lincoln authority, also "dabbles a bit in art."

## They're in the News

BY HARRY WOODWARD

**LOOK SHARP . . .** if you want to keep a weather-eye peeled on NBC's John K. Herbert. He's traveling so fast since he switched from magazines to radio that one wag around headquarters speaks of him as "The Jet." Less than three months after he left Hearst Magazines, Inc. (He was v-p and general advertising manager.) and went to NBC, he has been made general sales manager of the radio network. For the three months it took NBC to discover it wasn't wrong in its original supposition that he was the man for the job, he acted as assistant to Joseph McConnell, the president. . . . This is a time when radio's sales activities are being re-examined; changes must be made. McConnell believes that John Herbert's highly successful advertising career is just the tonic radio sales needs. . . . Herbert was born in Winthrop, Mass., isn't yet 50. He's had a diversity of sales experience: For years he was with Sacony Vacuum Oil Corp., later was a cotton broker. Still later he joined *Esquire*. But, despite a complete sales and advertising background, he still looks like a football coach—with a good chance for the Rose Bowl.



SALES MANAGEMENT

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**NO SAMPLER HE . . .** even though many people consider him to be the Sampler's daddy, Stephen F. Whitman's Louis L. McIlhenney—at the moment celebrating his silver anniversary as president of the candy company—doesn't believe in sampling work, or *places* to work. He staked out his claim to Whitman way back in '05 (The company was even then 63 years old.) and has been mining gold ever since. "Mac," as he's called, soon became known as a man with ideas to burn. In 1912 he saw, and officiated at, the birth of the Sampler. Today, largely through his efforts, it is considered one of the best-known, best-liked, best-advertised boxes of candy in the world. Sometimes people joshingly call Mac, "Mr. Sampler." And that's strictly all right with him, too. The nicest anniversary present he could get is the one the sales department has given him: the best sales year in Whitman's 108-year history. . . . Here Mr. Mac inspects a Whitman's Sampler straight off the line—an hourly ritual with him!

GUY GILLETTE

**CUM-NOCK . . .** no, it's not the "cute" name of someone's country chateau. It's the Scots town from whence John McLatchie's ancestors. And John McLatchie, through whose veins courses almost straight Ayreshire blood, is dealing in millions of *dollars*. For he's *Time's* new advertising manager, after having served a hitch as manager of the New York area. He was born in Canada, where his family had lived for 150 years and he served in the Canadian army in World War I. Today he's strictly American. . . . He's been with *Time* 13 years. Came to the magazine as advertising representative in Indiana and Kentucky, became Cleveland manager in '39, Chicago manager in '43. He started with the *Cleveland Press*, left to do economic research work. His first job as an advertising salesman was with *Collier's*. . . . He lives in Connecticut but maintains a farm in Illinois where he raises (what else?) Aberdeen-Angus cattle. Two of his three lassies have worked with advertising firms which goes to prove that salesmanship runs in the family.





**Table A.**  
**Basic Setup of the Point System**

	Number	Multiplying Factor	Par (Points)
<b>Normal Expectancies:</b>			
1. Different A/Cs Called On	153	.65359	100
2. Dealers Called On	112	.8929	100
3. Architects Called On	24	4.17	100
4. Contractors Called On	47	2.128	100
5. Calls in Month	160	.625	100
6. Days Worked in Month	20	5	100
7. Average No. Calls Per Day	8	12.50	100
8. Average No. Towns Per Day	3 1/2	28.57	100
9. Territorial Allowance	1 to 100		
For A Satisfactory Operation, Salesmen Should Get			800

**Explanation**

- The number of calls, etc. are based on knowledge of business and what a salesman can do in that particular type of work without over-exerting himself.
- The reason total calls are greater than different A/Cs called on is to allow for call-backs.
- In figuring no. of towns per day only different towns are taken into consideration. If a salesman calls in a town more than once during the month it is not counted. The reason for this element is to force territorial coverage.
- Territorial allowance is figured in land miles. The largest territory is figured at 100, and its land miles divided into other territory land miles to get their allowance. Large territories mean more driving—less calls.
- Numbers of each item are divided into 100 to get factor.

**Table B.**  
**Schedule of Percentages to Be Earned or Lost According to Effectiveness of Sales Effort**

If Salesman Makes	Increase for Following Month	If Salesman Makes	Decrease for Following Month
Points		Points	
810 to 819	1%	781 to 790	1%
820 " 829	2%	771 " 780	2%
830 " 839	4%	761 " 770	4%
840 " 849	5%	751 " 760	5%
850 " 859	6%	741 " 750	6%
860 " 869	8%	731 " 740	8%
870 " 879	9%	721 " 730	9%
880 " 889	10%	711 " 720	10%
890 " 899	11%	701 " 710	11%
900 " 909	12%	691 " 700	12%
910 " 919	14%	681 " 690	14%
920 " 929	15%	671 " 680	15%
930 " 939	16%	661 " 670	16%
940 " 949	18%	651 " 660	18%
950 " 959	19%	641 " 650	19%
960 and up	20%	631 or less	20%

## Sales Leap 51% When Homasote Offers Incentive for More Calls

Here's an unusual plan in which compensation and sales control are tied together to get salesmen to do a thorough, well-rounded job of territory coverage. It is producing excellent results for a manufacturer of building materials.

**BY F. VAUX WILSON, Jr.**  
**Vice-President, The Homasote Company**

We've always believed there is a direct relationship between the number of calls a salesman makes and the dollar volume he achieves. Now we've proved it.

When we devised a sales control system which set up a monthly par for number of calls, and balanced those calls properly among architects, contractors and dealers, we

achieved a 51.2% increase in sales in 14 months.

The incentive to make, or beat, this par is provided by a direct tieup between sales performance and the amount of the salesman's compensation. Any salesman can, if he works properly, earn an increase in income.

Before explaining how this plan works let me set up the background:

We make insulating and building boards. In the early summer of 1942 we were so heavily oversold that there seemed to be no point in keeping our men in the field.\* We had notified our customers that they could expect to receive as much material from us as they had received during the year 1941, and that the balance of our production would go into the war effort.

We put our salesmen into a construction school. When the war was over we wanted them to be thoroughly trained in all phases of construction, from both theoretical and practical angles. They were off the road for seven years.

We frequently asked ourselves

\*Homosote sells through its own sales force roughly East of the Mississippi; through sales agents in the remainder of the United States.

**Table C.**  
**Effectiveness of Sales Effort**  
**(Sample Analysis for One Salesman)**

Item	Salesman's record for the month (From call reports)	Corrected for days-worked credit (Correction factor: 1.211)	Credit points based on rating of each factor
1. Different accounts called on	162	196	150.77
2. Dealers called on	137	166	148.22
3. Architects called on	6	7	29.19
4. Contractors called on	19	23	95.19
5. Calls in month	171	207	129.38
6. Days worked in month	19	23	115.00
7. Average no. of calls per day	9	...	112.50
8. Average no. of towns per day	3	3.63	103.71
9. Territorial allowance	...	...	87.84
Point credits for month ...			971.80

**Explanation**

- Number of each different type of call is posted (from salesman's reports.)
- From Table E daily calls, number of "actual days worked", 19 in this case, is posted and the "number given credit for" (23) is noted.
- "Actual days worked" (19) is divided into "number of days given credit for" and this factor is shown at top of column.
- Each item except 7 and 9 is then multiplied by this factor to arrive at the call production the salesman would have achieved if he had been able to work every day.  $162 \times 1.211 = 196$ .
- Adjusted figures are then multiplied by the "multiplying factors" in Table A to obtain the points.
- "Territorial allowance" is inserted as item 9, from Table D.

**Table D.**  
**Schedule of**  
**Territorial**  
**Allowances**

Salesman	Points
A	17.73
B	2.88
C	10.96
D	100.00
E	11.70
F	82.64
G	54.98
H	10.35
I	7.69
J	21.73
K	8.16
L	87.84
M	51.70
N	8.62
O	38.91
P	43.18
Q	82.64
Total	641.71
Average	37.75

**Table E.**  
**Sample Salesman's**  
**Call Summary**

Date	Excuse	No. of Calls
1	...	9
2	...	10
3	Car in Shop	...
4	...	10
7	...	10
8	...	10
9	Call Took	...
10	All Morning	6
11	...	9
14	...	10
15	Sick—	...
16	Bad Cold	8
17	...	9
18	Long Trip	...
21	241 Miles..	3
22	With Boss	9
23	...	10
24	...	10
25	...	10
28	...	9
29	...	10
30	...	10
Total ...		171

Note. Salesman only worked 19 days but was given credit for 23 days as follows:

Nov. 3	Car in Shop	1 Day
Nov. 9	Long Call	1/2 "
Nov. 15	Sick	1 "
Nov. 18	Long Trip	1/2 "
Nov. 22	with Boss	1 "
		4 Days

whether these men would be able to readjust themselves to selling when they went back to the field. Our uneasiness about this was justified. When the men returned to their territories in January, 1949, we did not get the intensive coverage of prospects we felt was necessary. Not knowing how soon a general business slump might develop, we believed that it was imperative to find a way to increase the efficiency of our sales effort to condition the salesmen for the type of work that would be required to keep orders flowing in a depressed market.

In the light of these problems we set out to find a way to achieve better balance in call production . . . and to increase the total number of calls.

We knew from long experience that some salesmen did not like to call on certain types of accounts. One salesman would concentrate on deal-

ers. Another would favor contractors and dealers and would do little work on architects. Still another would work on architects to the detriment of both dealers and contractors.

Often there is a tendency for salesmen to call on people they know well; therefore it was necessary to curb the number of call-backs each month, to get a wider spread of calls on a wider range of accounts. Likewise, some salesmen are poor in covering their territories and it was necessary to find some way to encourage complete territorial coverage.

Basically, the plan we developed is a point system. The salesmen earn varying numbers of points on the set of eight factors which we believe make up—at least for us—well-rounded sales effort. The plan includes two "equalizing" factors to make it fair to all the men. One of these is an adjustment factor for size of territory. The other is an adjust-

ment factor to cover proper credit for days on which the salesman, for one reason or another, cannot do a normal day's work.

If you will try to grasp the mathematics of these two adjustment factors, understanding of the workings of the plan will be easy.

Our first step was to set the par for numbers, and types, of calls. (See Table A.)

We decided that a salesman should work a minimum of 20 days during the month and should average eight calls per day, which would mean that he would have to make 160 calls a month. As experience dictated it might be necessary to have seven call-backs, we set the number of different accounts to be called on at 153. This quota was then divided up so that the salesman had to call on 112 dealers each month, 24 architects, and 47 contractors (including inquiries).

**Table F.**  
**EFFECTIVENESS OF SALES EFFORT**  
**Monthly Earned Point Totals**

Salesman	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
SEPTEMBER 1949	600.55	650.95	518.66	585.95	605.59	.....	491.56	682.40	395.30	599.76	544.91	424.44	901.29	568.94	620.67	509.80	.....
OCTOBER 1949	627.13	609.16	568.33	627.33	593.48	.....	617.83	611.32	434.53	647.76	559.94	601.71	994.10	632.98	794.63	541.23	.....
NOVEMBER 1949	659.70	608.11	693.00	647.24	640.60	.....	719.81	706.70	535.20	686.16	648.31	725.31	1064.70	728.62	881.20	624.30	.....
DECEMBER 1949	730.60	657.28	721.92	635.09	683.02	.....	692.92	760.87	578.82	688.28	724.67	788.80	1065.08	763.56	897.47	679.87	.....
JANUARY 1950	791.70	706.51	746.16	716.86	681.01	.....	718.06	808.02	625.73	748.93	767.30	824.37	1072.15	797.27	915.19	743.31	.....
FEBRUARY 1950	825.48	737.71	759.66	797.76	692.01	.....	756.83	837.58	663.76	786.89	831.91	871.21	1080.34	830.76	922.31	782.15	.....
MARCH 1950	847.63	780.54	797.21	844.70	677.02	.....	789.09	851.88	667.01	809.71	828.14	903.03	1093.91	856.74	933.64	823.57	.....
APRIL 1950	875.20	807.12	814.40	879.16	694.59	1033.23	801.48	892.40	689.74	845.90	863.80	923.02	1095.44	873.57	961.57	845.47	.....
MAY 1950	898.40	807.49	839.80	891.62	691.03	870.69	802.29	911.91	706.81	877.09	869.48	924.56	1085.10	882.42	964.73	851.83	.....
JUNE 1950	909.75	824.85	849.70	902.69	719.15	939.50	814.14	915.95	707.95	894.05	876.87	942.79	1088.78	888.67	969.76	845.18	.....
JULY 1950	917.95	841.11	865.15	908.82	729.51	953.77	815.31	923.64	715.84	904.30	892.66	949.96	1076.21	897.63	959.92	859.22	922.40
AUGUST 1950	925.32	853.20	890.17	915.40	753.46	972.76	838.69	935.63	725.59	925.49	908.46	961.18	1087.86	911.03	970.65	883.89	1039.51
SEPTEMBER 1950	923.90	857.14	890.24	918.92	759.66	979.97	844.16	943.83	787.27	936.61	926.39	964.60	1084.92	919.83	972.87	897.52	1051.01
OCTOBER 1950	932.82	864.59	911.94	922.77	759.66	993.81	851.11	947.40	734.77	949.71	926.39	972.02	1091.62	925.38	985.76	906.50	1155.82
INCREASE IN POINTS IN 14 MONTHS	332.27	213.64	393.28	336.82	154.07	.....	359.55	265.00	339.47	349.95	381.48	547.58	190.33	356.44	365.09	396.70	.....

Referring again to Table A, it will be noted that in addition to the 100 points of credit (toward compensation computation) allowed for different accounts called on, dealers called on, architects called on, and contractors called on, 100 points are allowed for: par performance in total number of calls in the month, days worked in the month, average number of calls per day, and average number of towns per day.

In figuring the number of towns per day, only different towns are taken into consideration. If a salesman calls in a town more than once during the month, it does not count in credit points. The reason for this element is to force territorial coverage.

The last item in Table A, the "Territorial Allowance," refers to the adjustment mentioned earlier to cover varying sizes of territories.

A man with a large territory obviously could not make as many calls as a man with a small territory. We decided to take the largest territory and give it a territorial allowance of 100 points. Size was determined by figuring land-miles. Then we figured the land-miles in each of the other territories and divided these by the land-miles in the largest territory, which gave us the territorial allowance for each man. (See Table D. Salesman D has the largest territory—his allowance is 100. Salesman B has the smallest territory — therefore his point-allowance is the smallest on this factor.)

Now we come to the purpose of the "Multiplying Factor" in Table A. Having set a par of 100 points for

each of eight measures of performance, we divided the requirement for each into 100 to determine the rating for each. The reason for this is to make the final computation fast and easy. Example: A man makes 130 calls on dealers. To get his credit points, when 112 is par, you multiply 130 by the factor:  $130 \times .8929 = 125.08$  points credit on this part of his performance. With 800 points as par, the salesman's income for each following month is increased or decreased according to the amount he goes above or below par. This schedule is shown in Table B. (Page 42.)

#### How it Works

To pick a random example from this table, it will be noted that for a salesman who earns 910 credit points, say, in the month of February, his March income is automatically increased 14%.

All basic data for determining the salesman's monthly level of performance are taken from the routine daily call report form.

From these call reports a "take-off" sheet is prepared. It shows towns in which calls were made, number of calls made on dealers, architects and contractors, number of callbacks, and number of inquiries handled. Figures are totaled.

At this point the other adjustment factor comes in, before final tabulations to get over-all effectiveness of sales effort. This we consider to be a critical factor—critical because it is essential to be absolutely fair to all the men in determining the number of days a man should get credit for,

when, at some time during the month, he has been unable to work for one reason or another.

A look at Table E—a month's call record for one salesman—will show how this is handled. (See page 43.)

November 3rd this man's car was in the shop (given credit for one day). On the 9th he had one call which took all morning (given credit for half a day). On the 15th he was ill (credit for one day). On the 18th he had a long trip and therefore could make only three calls (credit for half a day). On the 22nd he was with his boss (credit for one day). The amount of credit allowed, in such instances, rests on my judgment. There does not seem to be any way to reduce all the various contingencies to a set of rules. But I cannot emphasize too strongly that we are careful to make these adjustments completely fair.

Since we feel it is only right that a man's effectiveness of sales effort should be based on the number of days he is given credit for, we divide the number 19 (days he worked) into 23, the total days credited to him, to get a factor of 1.211, which shows at the top of the column in Table C. Table C is the final computation of credit-points for the month. (See p. 43.)

The final figures in Table C are developed thus: The proper figures for each of the eight basic factors are listed (as taken from call reports). Then each is multiplied by the 1.211 factor to adjust for the non-standard working days discussed immediately above. When these figures are obtained final credit points are obtained



by multiplying each by the corresponding "Multiplying Factor" shown in Table A.

In the case of the salesman whose monthly performance is detailed in Table C, his total of credit points was 971.80. Since he is over 960, he earns the maximum increase in compensation for the following month: 20%.

We started this plan in September, 1949, after giving the salesmen a thorough briefing on it in August. At the same time we told them it would not go into effect, so far as income was concerned, until January, 1950.

### Results of Plan

Now let's see what happened. Refer to Table F—the cumulative record of all 17 salesmen for the 14 months ending in October. (Salesmen F and Q were new men.) See how, with the exception of one man (M) all were far below normal expectancy for September, 1949. Even with two men, E and I, whose accumulated averages have not reached the normal expectancy, there has been an increase in effort. The average increase for the group is 332.11 points, or 57.26%.

Table G summarizes average effectiveness of sales effort for 1950 versus 1949.

And here's the payoff: Sales increased during this 14-month period by 51.2%. With such a substantial sales increase, sales costs showed a sizeable drop—more than 20%.

Perhaps by now this question has occurred to you: What if the salesman does make par on calls, but fails (because he isn't working right) to turn in anything but a poor showing in dollar volume of sales?

Here's the answer: If any salesman fails to make his volume quota, he is not eligible for increased earnings under the point system. His quota, actually, is a minimum volume—the volume that represents what he must sell in order to cover his salary and expenses. We look at the figures every six months to be sure the quota is properly in line with salary and expenses.

The reaction of the salesmen to the plan has been good. Before we developed the details of it, we talked with our men, at our annual convention, about the need for increasing call efficiency. When the new setup was ready, we gave the whole plan to them in writing.

The plan I have described may seem, on paper, to be more complicated than it really is. Administrative expense on it is very low. A girl in

**Table G.**  
**Average Effectiveness of Sales Effort**

SEPTEMBER 1949			OCTOBER 1950		
Salesman		Points	Salesman		Points
1	M	901.29	1	Q	1155.83*
2	H	682.40	2	M	1091.62
3	B	650.95	3	F	993.81*
4	O	620.67	4	O	985.76
5	E	605.59	5	N	972.02
6	A	600.55	6	J	949.71
7	J	599.76	7	H	947.40
8	D	585.95	8	A	932.82
9	N	568.94	9	K	926.39
10	K	544.91	10	N	925.38
11	C	518.66	11	D	922.77
12	P	509.80	12	C	911.94
13	G	491.56	13	P	906.50
14	L	424.44	14	B	864.59
15	I	395.30	15	G	851.11
			16	E	759.66
			17	I	734.77
Total		8700.77			13682.44
Average Per Man		580.05			912.16
Percentage Call Production Increased in 14 Months					57.26
* New Men Not Counted in Total.					

\* New Men Not Counted in Total.

the office posts the "take-off" sheets from the salesmen's reports; at the most, this takes two hours. When these are totaled at the end of the month I do the point-calculations myself; this, too, takes not more than two hours. That's all there is to it.

We realize most sales executives feel that if the salesmen are pushed too hard on call production, sales will suffer accordingly. "They'll be making just calls—not sales." However, our experience has shown us that if call-quotas are realistic, the reverse is true. Our own figures prove it.

There are many advantages we see in our system, both from the standpoint of the company and the men:

1. It provides an incentive which in turn enables a man to increase his income almost immediately.
2. Once the salesman gets increased income he overcomes his own lethargy and has the impulse to get out and work.
3. The plan makes it necessary for the salesman to achieve better-balanced calls, thereby developing his business all along the line.
4. It stimulates a salesman to pick himself up from the bottom of the pile.
5. It enables salesmen to eliminate unnecessary conversation with customers and prospects, thereby saving their time.

6. It creates a good impression on the customer's and prospect's mind, because they know the man is really busy; they seem to get the idea that the line is going very well and thus they are inspired to put more effort behind it.

7. It enables a sales manager to eliminate personal prejudices; promotions can be given on merit and not because the sales boss particularly likes a man.

8. It enables the sales executive to see exactly where the weak spots are, so he can help to build up a particular man; or, in the event that he can't build him after trying, it shows who has to be weeded out of the organization.

9. It is a "mathematical" way of increasing business.

10. It conditions men to work so that more business can be secured in depressed times.

The net of the philosophy behind the plan is that we regard efficient call production as the essential factor in the business of manufacturing sales—just as we regard efficient factory operation as the essential factor in producing volume of product at low cost. And, except during rare periods when there's a sellers' market, what good is factory production if the men in the field aren't doing a job on making orders?

## Toughest Sale I Remember



"... at far less cost than a trip to Hot Springs."

### Sell Comforts, Not Plumbing

BY L. T. WHITE

Many years ago my job was to sell automatic gas fire water heaters. The scheme was to sell them to the thought leaders, so I was given a list of leading bankers, manufacturers, and professional men.

Sales literature provided by the manufacturer told about the rustless tank, the cork insulation, the copper coils, thermostat, the snap-acting valves, etc. My employer, the gas company, told me how it would raise the gas bill and get them a dandy return on their investment in mains, service, pipes and meters. The list contained the names of men who could well afford to pay for plenty of hot water.

I was strongly recommended to call on H. C. Greene (stage name), President of the Commercial Bank. Mr. Greene was noted for his harsh treatment of young salesmen. He used a cane and had to be driven to work in an electric car without vibration or noise. He was surrounded with guards, gates, secretaries, furniture and other things, all designed to awe salesmen or borrowers.

I hated indeed to call on Mr. Greene. One of my pals was a young doctor building up his practice as I was building up gas consumers. Over a cup of coffee, I asked "Doc" Willis why a fellow needed hot water continuously instead of just on Saturdays. "Doc" explained the human body has millions of pores, that if they are plugged up the

system functions poorly, soreness sets in and there's infection, stiffness, rheumatism, and people get irritable and crotchety. So I could see Mr. Greene needed hot water.

I forgot about the materials that went in the water heater and the extra earnings that would come to the gas company and figured out how Mr. Greene would benefit. The more I thought about it the more convinced I became he needed our new automatic gas water storage heater. When I was fully primed with the crusading spirit I went to the bank and breezed right by all the people and things between Mr. Greene and myself.

My momentum swept away his paper work until he let me tell of the great new thing which had just come to Tonawanda, N.Y. I explained that various parts of the human body are lighter in water. That you can exercise in the bathtub. I pointed out that germs died at 150 degrees. That warm water soothes tenderness and loosens taut muscles. That a plentiful and continuous supply of water at just the right temperature was like having Hot Springs, Ark., in the bathroom, at far less cost than a trip to Hot Springs. With this new heater Hot Springs treatment was ready without making steam, hiring vehicles or paying tips to the rubbing attendant.

Mr. Greene asked, "Where can a fellow get one of these things?" and I replied, "We just happen to have one in stock. We can have it installed in a couple of days, and you'll feel like a kid in the old swimming hole in a few more days." I got the order!

Mr. Greene helped me sell more of the heaters and I won a national sales contest.

L. T. WHITE is marketing consultant, Petroleum Advisers, Inc., New York City, and author of "Your Biggest Sale: Management's 'O. K.' on the Sales Budget."

"Where are you?" asked a breathless little voice

# The little boy who talked to Santa Claus



**Direct Line to Toytown**—Billy had seen Santa Claus in the stores. But this was the first time he had ever talked to him by telephone from his home.



Billy was four and a half and as full of questions as a quiz program.

But the telephone man didn't mind. He had a little boy of his own and he knew how it was. Patiently he kept explaining every step as he installed the new telephone in Billy's home.

Finally the job was done and he was about to make the usual call to the Central Office to be sure everything was in perfect working order.

But it wasn't the usual call this time. For it happened to be just a little while before Christmas and you know how excited a little boy of four and a half can get about then. And the installer and his co-workers at the Central Office had something specially arranged for just such a situation.

"Would you like to talk to Santa Claus?" he asked. "Right now — over this telephone?"

"Ooooh! Yesss!" said Billy.

So the telephone man got the Central Office and asked Santa Claus to come to the telephone if he wasn't too busy making toys. Said there was a nice little boy named Billy who wanted to talk to him. By now Billy's eyes were big as saucers, but quick as a flash he had the receiver to his ear. Next thing he knew, he heard a voice saying —

"Hello, Billy. This is Santa Claus."

"Where . . . are . . . you?" asked a breathless little voice.

"The North Pole," said Santa.

"Is it cold up there?" Etc. Etc. Etc.

They talked for several minutes and there wasn't a happier lad in all the land than Billy. You can just bet those telephone people were pretty happy about it too.

**THIS IS A TRUE STORY** of how a telephone installer spread gladness among little boys and girls wherever he found them in the homes he visited during the pre-Christmas period. . . . Nobody asked him and his Santa Claus conspirators in the Central Office to do it. It was their own idea—and just another example of the friendly spirit of telephone people. . . . Wherever they are, and whatever they do, they aim to serve you not only with efficiency but with courtesy and consideration as well.

**Bell Telephone System**





# Packaging to Sell

DRESSIER PROTECTIVE WRAPPINGS FOR BREAD made their appearance at the National Packaging Exposition, Chicago. Added to the paraffin wax coating, Bakelite polyethylene resin improves the strength of the heat-sealed bonds of paper. Finish improves gloss and appearance of the package. Wrapping paper produced by Pollock Paper Corp.



DE LUXE BOTTLE is being used by Berke Brothers Distilleries, Inc. to promote sales of their Old Mister Boston Five Star Brandy. It is an attractive new 4/5 quart private mold decanter simulating an early French hand blown decanter. Decanters, stoppers, shell corks are by Armstrong Cork Co.



DISPLAY-SHIPPING CONTAINER is increasing unit sales. Entire line of molded plastic fisherman's floats is now available in one carton. Package means greater volume plus reduced handling costs, more profit for manufacturer, jobber, retailer. Made by Gaylord Container Corp. for Air Light Products Co.

NEW CARTON FOR TIDE features a horizontal panel across the bull's eye. Giant blue lettering reads, "A dazzling clean wash with or without rinsing." On the back of the package two paragraphs have been added, one giving factual directions on how to wash without rinsing and the second presenting entire "with or without" sales appeal.



What do  
sales executives do  
when they're oversold?

# they **ADVERTISE!**

**That's right. They !ezitnevbo**

Hold the word up to a looking glass and it spells ADVERTISE! And there is another way of looking at advertising today.

The only reason a sales executive might hesitate to use advertising as a customer relations tool during a period of product scarcity is that he's in the habit of looking at advertising only one way—as a means of increasing demand for his product.

But look at it this way:

**Advertising is simply a high-speed, low-cost means of communicating with customers and prospects everywhere, anytime, under any and all conditions.**

## **And what are those conditions today?**

Well, for one thing, the chances are your salesmen have cut down on their sales contacts 'most everywhere except among the biggest and best of their present customers and still-wanted prospects.

So what do you do about the rest of your prospects? Do you let them forget you?

**Not unless you've forgotten what so many sales executives learned so painfully just after the second World War!**

No—you're going to sit down with competent advertising counsel and work out ways to keep all your prospects of the future, in all of your markets, reminded of your products and your company. And there are ways, you know, to do this without embarrassing yourself with orders that you can't fill now.

## **Some sales executives !ezitnevbo to their customers, today.**

At a time like this, many companies find themselves faced with a need for getting new policies—properly explained—into the hands of all of their customers (and sometimes to many hard-to-reach individuals within their customer companies) in such a way that the whole affair is clearly one of public record.

Publication advertising, in addition to letters to your customers, is one way to accomplish this.

Other sales executives find that scarcities in materials or components are going to require changes in their products that need explaining. They want this kind of information to reach many people other than those their salesmen see regularly—hard-to-identify individuals in many customer organizations. Publication advertising, combined with good literature and direct mail, can tell this quickly—and above all, tell it exactly the way you want it told.

## **!ezitnevbo to avoid confusion**

It may make sense at a time like this to do a little "digging" in your markets to uncover possible misconceptions concerning your products or your policies. Confusion today, if not corrected promptly, might seriously damage a company's reputation and impair its standing in those markets.

So, now that you see that there are many ways to !ezitnevbo today, when you may have thought that it would make no sense to ADVERTISE—perhaps you'd like to tell us about your particular situation. Possibly there are ways we can help you on this piece of your customer relations operation without disturbing your regular agency arrangement.

## **THE SCHUYLER HOPPER COMPANY**

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

**"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY**



## Tall, dark

In the Belgian Congo . . . two hundred miles or so below the equator, are found the world's tallest men—most of them over seven feet, many topping eight. The women, curiously enough, are of normal height.

The tall Watussi, fine featured with long aquiline noses, are a kingly tribe of ancient aristocrats, believed to be survivors of the Pharaohs. Three thousand years ago they drifted out of Egypt, to Abyssinia. Some three hundred years ago they turned South to Ruanda. It was not until 1894 that the first European explorer saw them.

Their wealth is in herds of magnificent cattle with marbled horns, often spanning fourteen feet . . . living replicas of the sacred cattle on the ancient Egyptian bas-reliefs.

Their diet is largely milk, vegetables, lamb, veal, cattle blood, and banana beer.

Their recreation is dancing, and high jumping . . . clearing 8 feet 5 inches, a foot above the Olympic records.

**T**ODAY some 75,000 Watussi rule over 3 million ordinary size Bahutus. Not far away are found the pygmy Batwa. In the natives of a single continent, segregation, climate and environment are responsible for wide variations.

On our own continent, environment and climate cause great variations in farmer types . . . through sub-marginals, median ordinaries, and high producers. The farmer





## and...high jumping!

is likewise the creature of environment, and of circumstance, too.

Too close to the equator, nature is too harsh; and too far away from it, too meager. Too little or too much rain reduces the crop productivity. And poor soil pays poor returns, anywhere... God's Country is not all good country for the farmers. Not even free seeds or subsidies help those who can't produce.

Follow the fob points of farm products, and you find that 70% of this country's agricultural production comes from the great Central Valley. Here the glaciers ground the rocks finer, started the deepest topsoil deposits on the continents, gouged out lakes, roughed out rivers. Mountain ranges on both sides reject the sudden sea changes of weather. Six months sun and regular rainfalls, give a long growing season. From Canada's border all the way to Oklahoma, lies the homogeneous heartland that fills most of the the US larder... and has enough food left over to feed a few other countries too.

In the fifteen heart states are the high yield farmers of this country, with better land, better brains, better methods, better results... largest investments in plant and equipment, highest cash incomes. Here is the home ground of SUCCESSFUL FARMING

—the work manual and home guide of the most prosperous farmers in the world.

In these fifteen states are segregated almost a million of SUCCESSFUL FARMING subscribers whose annual incomes average an incredible 50% or more above the US farm average—the greatest growing class market in the world today.

**T**HESE SF families have had ten years of unprecedented prosperity, plowed back profits into labor-saving equipment, wired plants and houses...are steadily remodeling their homes, revising upward their living standards—make a mammoth market, still on the make.

General media advertising at best only high-spots these high potential families... but SUCCESSFUL FARMING helps them tick, serves and sells the best farm business and homes, has enough of them to make it the major medium it is!

You need SUCCESSFUL FARMING to find this high level of the farm market... to balance general media schedules with really resultful coverage!... If you don't know the SF market and medium—you owe it to your advertising spending to find out! Ask any SF office!...

SUCCESSFUL FARMING, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.



# SUCCESSFUL FARMING



DEAN MADDOCK (left), KFRC's Sidewalk Reporter, interviews Muriel Tsezethkoff, head of San Francisco's Better Business Bureau, 25,000 feet above Golden Gate. In the center is A. F. Anderson,



Owl Drug's vice-president. Usually, Maddox (at left behind Kleig light) is surrounded by fans when he makes regular broadcasts in front of his sponsor's Owl Drug stores. Owl keeps one-third of time.

## Why Advertisers Clamor for Time On Owl Drug's "Want Ad of the Air"

Dean Maddox's breezy approach to the problem of getting an apartment for a deserving couple and his ad lib commercials for products draw a responsive audience who help Owl Drug take the headache out of a co-op radio show.

A sidewalk reporter—with a difference—Dean Maddox of KFRC, casually mentions Vaseline Soapless Shampoo during his noon-hour "want ad of the air" . . . and 10 days later 20 Owl Drug stores have sold 25,000 packages of the product.

Another day Mr. Maddox mentions a new product called Kyron—after getting a beaming pair of newlyweds fixed up with a place to live—and within 13 days the 20 Owl stores covered by the program in Northern California have rung up \$85,000 worth of business on the item.

It's the same story if this Owl Sidewalk Reporter, as the show is called, talks about candy. After a couple of brief conversational mentions of Kitchen Fresh Cottage Chocolates, sweet tooths from Carmel and Monterey, through the Mother Lode country and on up to the Oregon state line, had champed up 17 tons of the product.

Sta-Neet, the Home Barber, Mr. Maddox confides, is nice to use and

keeps you looking civilized. In four months 164,000 units have been carried out of the 20 Owl stores. No one knows in what quantities the products mentioned have moved over the counters of other retail stores in the area covered by the Owl Sidewalk Reporter. That's just an extra bonus for the manufacturers.

Pulling power of this program has astonished everybody. It has The Owl Drug Co., operator of a chain of 97 drug stores and supers in the Pacific Coast area, in the pleasant position of having no time for sale on its cooperative radio show. This is definitely unusual, since it is an open secret that drug chains have commonly had to beat manufacturers into submission when it came to getting them to share the cost of promoting their products over the airways.

Retailers' radio programs have not as a rule produced much business that the manufacturer could measure. Other reasons for the reluctance of manufacturers to commit themselves to sharing the cost of radio advertis-

ing with the drug store operator promoting their goods: Newspaper advertising could be a one-shot proposition, they argued, and they didn't mind splurging that far; but radio advertising required a contract. The balkiness produced headaches in the advertising departments of practically all drug store chains.

Owl had its share of them over the years. Says N. C. Cunningham, advertising manager in the company's San Francisco headquarters: "We've tried every sort of radio program from spot to ambitious half-hour shows." Some have been good. The chain still sponsors a number of the more conventional air programs in its Southern California territory. But none has yielded the results of the Owl Sidewalk Reporter whom the drug chain started to sponsor two-and-a-half years ago. A. F. Anderson, vice-president and manager, at the San Francisco office, does not hesitate to call its pulling power "phenomenal." One-third of the commercial portion of the half-hour program is reserved for Owl, the remaining two-thirds portion is offered for sale to manufacturers whose products Owl distributes. It has no time for sale. When it has, manufacturers are eager and waiting. One manufacturer has happily purchased a commercial on the program every day, six days a week, for two years.

At that, Owl claims not to deliver



"A rolling stone...  
gathers no moss!"



Likewise, a speeding shopper makes few impulse purchases. You have to stop 'em to sell 'em... with sure-shot, shopper-stopper point of purchase aids. This is where we come in. Permitting no moss to grow under their feet, the merchandising experts in our Marketing Division first find out what's needed. Then our creative people translate the prevailing market facts into powerhouse point of purchase aids. A display, label or package designed by us gives your product a definite competitive advantage. At a word from you, by mail or phone, a man from Consolidated will roll your way—fast.

**CONSOLIDATED** *Lithographing Corporation*

MEMBER OF THE POINT OF PURCHASE ADVERTISING INSTITUTE  
Main Office and Plant: 1013 Grand Street, Brooklyn 6, N. Y.  
Sales Offices in Philadelphia, Chicago, Louisville and Tampa.



Gotham re-packages: the smart, luxurious looking new wrap (right, above) is a real prize winner. As re-designed and produced by Consolidated, it is lithographed in sparkling blue, gold and black. Gold is embossed to simulate weave—and appearance—of actual hose.



A high-fashion display for ACE Elastic Hosiery that gets drug store window showings for this therapeutic product of Becton-Dickinson's. Display created, and lithographed in full color, by Consolidated Litho. Plastic leg form by Frankel Plastics Co.



more than 20% of the goods sold by any commercial in its show. Manufacturers who offer the chain exclusive distribution in connection with such commercials are politely turned down. "We don't want exclusives," they reply. "There are many towns where we have no stores. You must sell through other retail outlets."

The Owl Sidewalk Reporter goes on the air over the Mutual Don Lee Broadcasting station KFRC in San Francisco every weekday at 12:15 noon and ends at 12:45. It originates, 95% of the time, in front of the Owl superdrug store at Market and Mason Streets, one of San Francisco's busiest corners. Although it is conducted on the sidewalk, interviews are not picked up there, nor is there anything impromptu about the program, which has come to be known to its fans as "the classified advertising department of the air."

### Program Planning

Everyone interviewed is on the spot by appointment. Subjects are booked four to six weeks in advance . . . and there's a constant backlog with "wants" to be aired. Mr. Maddox and his sponsors like to regard it as a public service—and it is that. It is made available to any person, group or organization with a legitimate "want," and not a cent is paid for it.

The individual "wants" aired are well-known problems with a popular sympathy appeal: A young girl with an invalid mother, valiantly working to support her, needs someone to stay with the old lady while she is at her job. . . . A draftee with an automobile must sell it quickly at a fair price before he is sent overseas. . . . A co-ed working her way through college or high school is looking for part-time housework. . . . Or it's a question of a missing person being sought by de-

voted relatives or friends. . . . Organizations or groups have different problems. All are briskly, warmly dramatized by Mr. Maddox who maintains a good balance of men and women and keeps each day's or week's "wants" varied. About five "wanters" are interviewed on each day's program.

### Commercials

The commercials, for all their extraordinary effectiveness, are not intrusive. Mr. Maddox has a self-imposed rule that "no program ever has more than three minutes of commercials and they are delivered in a strictly ad lib and conversational tone—never pressured."

Although interviews are conducted about 95% of the time in front of the main Owl Drug Store in San Francisco, there are events which take the Reporter to other stores of the 20 to which the show delivers. And for variety, as well as in response to requests for help from various organizations, it turns up in many strange spots. The flying boat, "Mars", has been the scene of a broadcast, so has a submarine submerged in the Pacific, a Coast Guard air-sea rescue plane, a Coast Guard cutter, an Army bomber, a circus, the San Francisco Cow Palace, a U.S. Army Signal Corps pressurized cabin 25,000 feet over San Francisco. It has done business from Southern Pacific's "Daylight Limited" to Los Angeles and from Sally Rand's dressing room. One New Year's day it put on the show at San Quentin prison.

Every conceivable public service agency has benefited from the use of the program, from the Red Cross and Community Chest on down. Emergency appeals pull as powerfully as the commercials. When funds were being raised for Ecuadorian earth-

quake victims, Maddox fans sent in \$6,014 in small change in four days.

### Social Service

This fall the program started to reach into a lot more soft hearts with a "Fun for a Day" drive initiated by Mr. Maddox. Working through a host of boy's clubs and orphanages, 2,000 poor kids at the rate of seven youngsters to an excursion, have been given a full day of fun and evidence of their joy broadcast. The day starts with ice skating at the famous Sutro Rink. Skates are provided. There are pauses for a big, gooey lunch. After lunch has digested, the day ends with swimming and water play in the huge Sutro pools.

The youngsters are chosen from deserving poor homes in the main—not what social service workers call "underprivileged," Mr. Maddox emphasizes. "These are families holding their own, but they can't afford to give the kids much fun." Boys of all denominations, races and colors are included. There is no discrimination. This phase of the show is building a lot of good will.

On the commercial side, what sort of products are promoted? Owl's advertising manager, Mr. Cunningham, lists them:

1. Medical (including vitamins)
2. Candy
3. Toiletries
4. Sundries
5. Promotional drug items.

The program not only pulls people into retail stores to buy the goods mentioned, but it does an excellent public relations job for its co-operating sponsors. "We know that 175,000 radio sets are tuned in to it every day," Mr. Cunningham says (Hooper). It delivers an extra dividend not anticipated — some 5,000 mail communications a month. On the sidewalk where the show originates there are rarely less than 200 persons gathered.

The Owl Sidewalk Reporter costs more than \$50,000 a year . . . but everyone concerned says it's well worth it. It appears to have overcome all the difficulties inherent in cooperative radio advertising from the point of view both of the manufacturer and the retail chain. And possibly it proves that if retail air merchandising of brand name items is not producing recognizable business for the manufacturer called on to share the cost of that advertising, the trouble lies not with the medium but with the program.



**"guide to buying wisely,"**  
**says Jeanette Kelley, Director,**  
**Home Service Department, General Mills, Inc.,**  
**about the daily food page**  
**in The New York Times**

*Are you using it to give your food sales a profitable boost in New York? Get all the facts today.*



This is the toothpaste  
that Big Sister bought,  
even though the rest of the family  
wanted a different brand.

That's right—no toothpaste

(unless it's still on the druggist's shelf)!

Because *family* preference comes first—*buying* is still a *family* affair in most American homes.

The way to sell toothpaste (and practically everything used in the home) is to sell  
*everyone* in the family. And just about the best way to do *that* is to advertise in  
THE AMERICAN MAGAZINE—the magazine that is read and respected by the whole family.

In more than 2,500,000 prosperous homes, THE AMERICAN MAGAZINE is  
read by 96% of the women...87% of the men...85% of the girls...73% of the  
boys. And each of these readers spends an average  
of 5 hours and 24 minutes with every issue!

THE

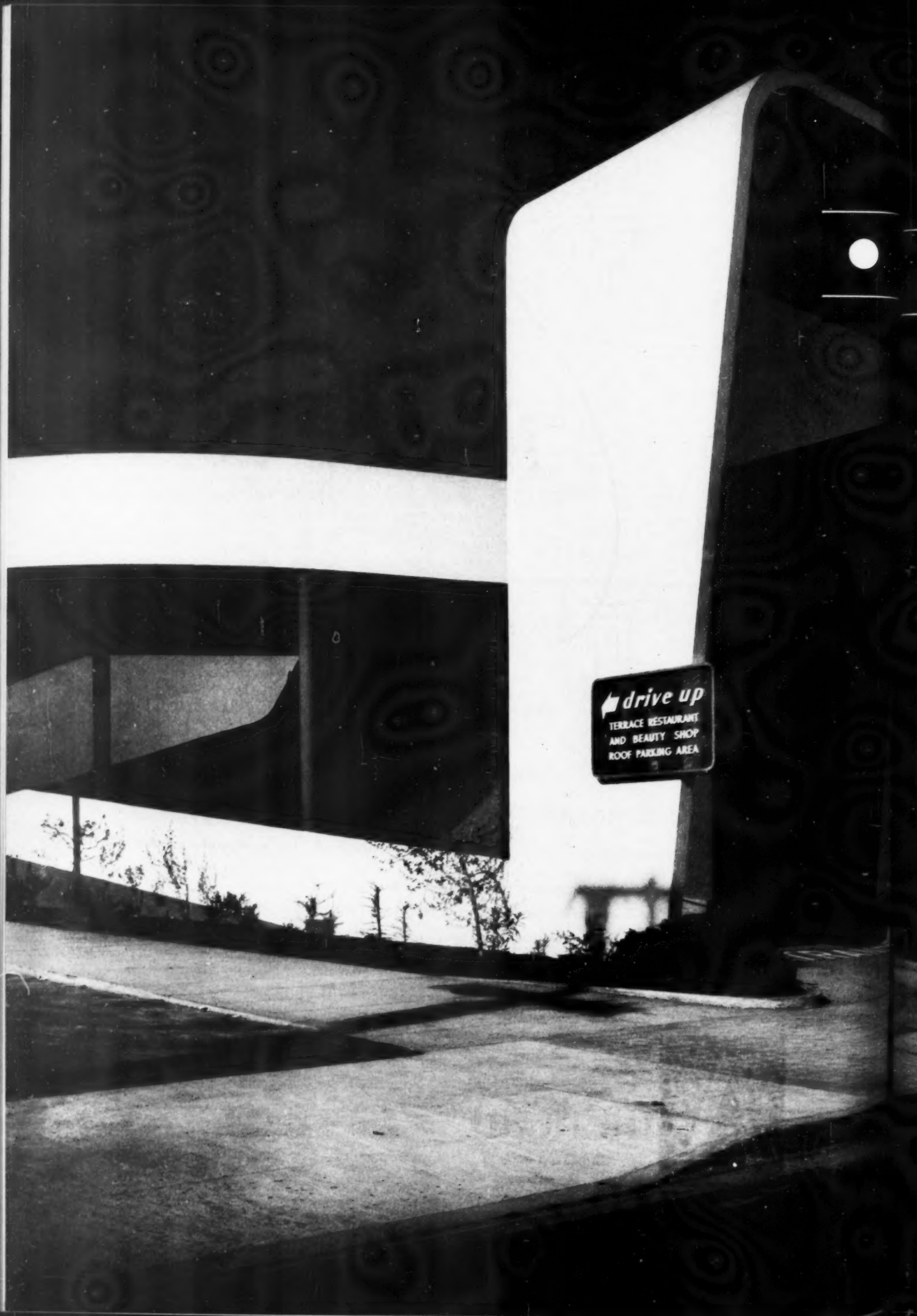


merican  
MAGAZINE

Yes, advertisers with good things to sell  
can sell the whole family *as a family*  
through the pages of the magazine of  
opportunity—THE AMERICAN MAGAZINE.

The Crowell-Collier Publishing Company, 640 Fifth Ave., New York 19, N. Y. Publishers of The American Magazine, Collier's and Woman's Home Companion

DECEMBER 15, 1950





# Look at the Record...

## ✓ **FIRST** in architects and engineers reached per dollar.

Your building products advertising dollar in Architectural Record works harder than in any other architectural publication. These two basic reasons explain why:

1. Architectural Record reaches the largest audience of architects and engineers ever assembled by a technical magazine, and reaches them at the lowest cost per page per thousand of any architectural magazine.
2. A combination of Architectural Record and leading vertical magazines (to cover your specific interests) will give you more effective coverage of more architects, engineers, contractors, sub-contractors and owners, at less cost per reader, than will any horizontal magazine.

Start your program for 1951 by making Architectural Record the "pivot paper" on your building products lists. We'll be glad to supply you with any details you need to help your planning. Just call the nearest Record office.

and  
you'll  
use ...

## Architectural Record

"workbook  
of the  
architect-engineer"

**first** in architect and engineer circulation

**first** in preference among architects and engineers

**first** in number of advertisers and volume of advertising

✓ **first** in architects and engineers reached per dollar

Milliron's department store,  
Westchester, Calif., first pre-  
sented to architects and en-  
gineers in Architectural  
Record.

Architects: Gruen & Krum-  
meck, Hollywood  
Photographer: Julius Shulman

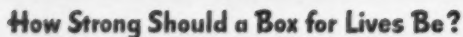
published  
by


**F.W. DODGE**



119 West Fortyeth St.  
New York 18, N.Y.  
LOngacre 3-0700

**CORPORATION**



 *Chemicals you live by*

DIAMOND ALKALI COMPANY... CLEVELAND 14, OHIO

We blush in shame at the drool and downright bad taste which crept into some of the institutional advertising in War II. Here are ideas for human, effective copy.



## ...like California without the *Billion Dollar Valley of the Bees*

### THE SACRAMENTO BEE

Of all newspapers in the West, Media Records rank it 2nd in total daily advertising lineage. Reaches 9 out of 10 families in ABC city zone . . . half of all families in 19-county trading area.

### THE MODESTO BEE

Reaches 9 out of 10 families in Modesto where per capita food sales are 326% above U.S. average! Reaches half the families in Stanislaus County—where no outside daily is read by more than 6% of families.

### THE FRESNO BEE

Reaches 9 out of 10 families in ABC city zone. (Fresno ranks 1st in West among test cities in 75,000 to 150,000 population group!) Reaches half the families in 4-county ABC trading area.

San Francisco

THE BILLION

DOLLAR VALLEY

OF THE BEES



It's not hard to get a Christmas tree in California's Billion Dollar Valley. In fact, forests are so vast in this *inland* part of California that lumbering is a major industry—along with farming, manufacturing and processing. Together, these yield nearly 2½ billion in buying power . . . support a retail trade of nearly 2 billion.\*

But don't count on covering this rich *inland* market with distant Los Angeles or San Francisco papers. That's done only with the strong *local* papers—the three McClatchy papers . . . The Sacramento Bee, The Modesto Bee and The Fresno Bee. No other newspaper combination—local or West Coast—can match their coverage of the Valley.

\*Sales Management's 1950 Copyrighted Survey

## McClatchy Newspapers

National Representatives . . . O'MARA & ORMSBEE, INC.

New York • Los Angeles • Detroit • Chicago • San Francisco

DECEMBER 15, 1950



**We** publish two good newspapers  
... they are read by everybody  
in and around Louisville

**We** sell advertising space at  
reasonable rates.  
It produces sales.



**The Courier-Journal**  
**THE LOUISVILLE TIMES**

Owners and operators of  
Station WHAS and Station WHAS-TV  
364,123 DAILY • 293,426 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.

## MERRY CHRISTMAS PERCENTAGES

**And A Bonus  
To You TOO!**

We've been saying that St. Petersburg is a BONUS-PLUS market right along.

Naturally we're pleased to learn officially that St. Petersburg is among the TOP 20 CITIES in SALES GAINS PERCENTAGES including Retail, Food and General Merchandise for the past ten years.

Now add the facts that the TIMES is gaining seasonal circulation at 1,000 a week (as of 11/15/50) and NO OUT OF TOWN PAPER has any significant daily circulation here . . . and you get a substantial reason why you should put these BONUS PLUS VALUES to work for you in 1951 in the TIMES.

**ST. PETERSBURG—FLORIDA**

**Daily TIMES Sunday**

Represented by  
**Theis & Simpson Co. Inc.**  
New York Chicago Detroit Atlanta  
V. J. Obernauer, Jr. in Jacksonville, Fla.

two points are where it touches humanity:

Where a human being invented it—  
Where another human being uses it.

Your product surely has several stories in it about the way it was invented or discovered. Remember, that's what people read, stories.

Any product has the story of struggle, failure, hope, and finally a contribution to society. Onto this story can be imposed any of a dozen overtones—the justification of capital; the ability of small business to succeed in America; cooperation between management and labor; the value and contribution of management; the fact that a man with an idea can get somewhere in this country. You're not selling the thing now. You're making people recall the name of your company and think well of it against the return of competitive selling. So you tell the people a story, basically of invention.

### Wartime Headlines

Here's a sample: Dresser Industries was doing Name advertising. Its product was a rock bit with an open passage from one end to the other. It cut a continuous core sample and reduced the cost of taking rock samples 75%.

What would be your wartime headline? Something about helping to win the war by lowering oil costs? The only reasonable response to that would be, "You'd damned well better help or you'll get no government contracts!" Dresser accepted a headline which cashed in on the prevalent interest in science, "What Came from Worrying about the Cost of Fossils." This suggests a problem and promises a story. From such a start, the copy flowed easily with a story of how fossils are checked by drillers for their secrets about oil. Dresser, with a product of very limited application, told a story of invention and economy as broad in interest as any piece of popular science. They did not think it necessary to point out that this helped the nation.

During the war, Alcoa Aluminum was concerned about lack of postwar markets. It is exactly your worry now if you are contemplating expansion. Alcoa examined its product right down to the intangible *essence*: the characteristics. Then Alcoa permitted imaginative campaigns, not selling aluminum, but stirring up appetites for aluminum. "What Can You Do with Strength 1/3 the Weight of Steel?" Alcoa often did picture airplanes. Because planes illustrated light weight strength, not because

Alcoa was winning the war with aluminum! Try thinking of your product in terms of its essence. It can be refreshing. Transparency with flexibility? Power with compactness? Then let your writer be imaginative. This will get you a lot more post-shortage customers than exclaiming "When the defense program is over our Widget will find a place in your home!" (We all desperately hope.)

Some other good programs explained shortages in a story-telling manner. This gains the good will of dealers as well as consumers. Show—and really *show*, not just tell—how your peacetime product required so many feet of copper wire, or whatever, whereas your wartime product requires so many *extra* feet and why. That's information. Readers are grateful for having their annoyances made more acceptable to them. But don't let your writer word it as though the reader were a four-year-old having a temper tantrum. Other people are Americans, too.

If you have cut the cost of your wartime product by means of good management, for the love of capitalism—tell it! Not merely that you did, but how you did. Show a management brain earning its large salary. A huge part of the public will be grateful for evidence that management does something. Don't you think management has been too bashful about its contribution to America's wealth?

Now is a good time to establish your reputation for quality. Let your writer trace some small part of your now scarce product back through every step of its production and development. If the writer has any knack for story telling, he can build a flock of science anecdotes that will build up to a durable reputation for quality. You will capitalize on it later, when competition again cuts prices.

Your stories of invention and discovery need not be about you but about your customers. For example, when flat glass was hard to get during the war, glass manufacturers ran "postwar dream" campaigns. They educated the public to want window walls. Currently this purely advertising-made desire is swamping flat glass makers with orders. The public ate up those dream ads and picture windows have become standard. Of more significance, was the effect on the public's attitude toward the product as used anywhere. A leading architect of hospitals recently told me

that before the war most people reacted against large glass areas for patients' rooms. Now, because of wartime advertising, he finds no opposition. He designs all his hospitals with the south wall entirely of glass. The glass manufacturers did a superb job of using their wartime advertising to create a new and enormous postwar market.

What new and rare uses have been made of your product that others may copy, post-shortage?

There are over a dozen ways of using the history or development technique of ad writing at this time. You need only let your writer go back to that crucial point where your product or the idea of your product first touched a human.

**The second place your product contains a story is where it touches the public.**

Here your opportunity for story telling is as broad as the contact with humanity. Even though your product may touch a very small group of people directly, creative skill can dramatize the effect of your product in widening circles of influence. The skill comes in not being silly about how far out into humanity you stretch.

To show an airplane zooming around just because it contains a nut you produce would be silly. Such advertising would actually show that you do not appreciate the drama of the nut but only the drama of the airplane. Ask of your advertising people that they see the magic of the molecule as well as the magic of the stars. The drama of the nut is seen in dozens of human motions involved in putting on the nut, or taking off the nut, or replacing a nut that has been shot away. There is drama in the tremendous clenching of the nut against other metal, in the straining of the nut against vibration, in the future of the nut.

If you have a writer who can search with a genuinely imaginative eye, deep into the hundreds of factors involved in putting on a nut, you can produce informative and possibly even entertaining messages that will fasten your name on the public memory with more dignity and more durability than any picture of a zooming plane. The plane picture, incidentally, has to compete with news shots and the justified illustrations of airplanes by plane manufacturers. If you stick to your own nut and bolt you spare yourself this pictorial competition.

**Can you imagine any prod-**

**uct with less distinction than a basic chemical?** If you think your product is lacking a human interest story, consider the case of someone who sells caustic soda, not one bit different from other people's caustic soda, or chlorine, or silicates. Nothing you make can have less distinction than silicate of soda. Yet, these basic chemicals are being advertised in magazines of broad popular appeal. They compete for reader interest against news, and against products favored with direct appeal—cigarettes, automobiles, candy.

Diamond Alkali, one example of a company with products considered bottoms in story value, runs ads on these basic chemicals, which average higher stopping power than the average of all ads in *Time* magazine and have a Starch "Read Most" rating along with products endowed with high consumer interest.

One Diamond ad recently advertised silicate of soda, under exactly the conditions that you may soon find prevailing for your product. The general public is not expected to buy the product, but rather to remember and respect the name of the company. In this ad the product is shown in use as an adhesive in corrugated cardboard cartons. A carton is the point where this product does, in minute degree, touch the public. The copy story from first to last focuses on this small point of human interest, the strength of a package and what it means to the reader.

#### **Most Read Ad**

There are dozens of uses for silicate. The job was to find the place that had human interest at the point of broadest public contact. The box was photographed containing chicks so that the content would be "life," a subject of interest to all readers. Given the headline "How Strong Should a Box for Lives Be?" this ad stopped 40% of men readers, whereas the average of consumer ads in *Time* magazine is 34% and for industrial ads only 25%. Also, the average for all ads including consumer items, for "Read Most" is 5%. This ad rated 8%.

You don't need pictures of girls to give your ad human interest. You need ideas that get to the point of human contact in your product.

Take another Diamond ad, about bichromate. Bichromate is stuff used, among other ways, to produce chromic acid for chrome plating. The public never buys bichromate or chrome plating as such. We had to

# **Why do so many business magazine advertisers use this daily publication?**

A recent study disclosed that 96 well-known firms, normally considered "magazine advertisers," advertise regularly in *The Wall Street Journal*.

Why do these firms choose to ignore labels—*dailies, weeklies, magazines, newspapers*—in the case of *The Wall Street Journal*?

The answer is this: Like so many others, these advertisers and their agencies have determined that *The Wall Street Journal* fits their needs for a publication that penetrates the business market directly, rapidly and economically.

You, too, can reach this responsive audience—*through The Wall Street Journal*.

## **The Wall Street Journal**

**Published at:**

44 Broad Street, New York

911 Young Street, Dallas

415 Bush Street, San Francisco

find that one precious point at which Diamond's bichromate touched the public. It is in a reflection, where a person looks at something chrome plated and sees his face. So we chose an automatic toaster for the illustration. To promise a story we re-produced the elements of a sure-fire joke in the picture. Behind the toaster are the hands of a husband reading his paper at the breakfast table. Reflected in the toaster is the face of his irate wife.

The headline, "Reflections from breakfast . . . till . . ." The copy

begins, avoiding any misleading jump in continuity, directly with the reflection and the metal which produces it. There was a temptation to start off with a self-conscious line about our little breakfast joke and sneak up on the far less interesting product lower in the copy, but the job was not to advertise our illustration. It was to advertise a basic chemical. And according to Starch this ad stopped 41% of men and 57% of women, an unusually high rating. The copy "Read Most" rated higher than any other industrial in the issue.



## Not just during the Holiday Season

but all through the year, help them to remember you.

Give memo books to your customers—distribute them at meetings, conventions and your trade shows. Let your salesmen give them out on their calls or insert them along with your mail.

With your ad gold-stamped on the cover and additional advertising copy printed on the inside of the cover, these memo books give you a low cost positive sales-aid that constantly helps them to remember you.

These books available in various colors and grains of genuine leather and imitation leather. Let us know how many you can use and we'll send you a sample and give you full cost information by return mail.

**ADVERTISING CORPORATION OF AMERICA**  
Two Park Avenue - - - - - New York 16  
Factory — Easthampton, Mass.

Another Diamond ad had to feature specialty chemicals used for washing compounds by laundries. This time a narrow audience was intentionally selected by the illustration, the picture of a boy who had lost his laundry receipt trying to retrieve a package. The copy was about as restricted in theme as anything could be, washing compounds for commercial laundries. But by relating the copy always to the human interest in clean clothes, this ad, despite its deliberately selecting a narrow audience, achieved a "Read Most" rating of 9%. This meant that this ad held 149,850 male readers whereas Starch estimates the average industrial ad in *Time* held 83,250 male readers.

If washing compounds and bichromate of soda can be made more attractive than lingerie, liquor and travel, then your product certainly can, too.

### Judging Copy

Here are some suggestions which have been helpful while editing ideas for ads and which I believe will help any sales manager who has to judge copy:

The picture should illustrate the product, not the headline. If the picture illustrates a catch word in the headline, you can know your ad betrays the writer's lack of interest in your product. He is more interested in his tricky word than in the product. The attention of the reader should flow from the product-picture to the copy if you intend the copy to be read.

Next, be sure the headline talks about the product, not about a secondary element in the picture. If the headline goes back to the picture, it pulls the reader in the wrong direction, away from your signature. And again it shows that the writer is more interested in his clever illustration than in what he has to say about the product.

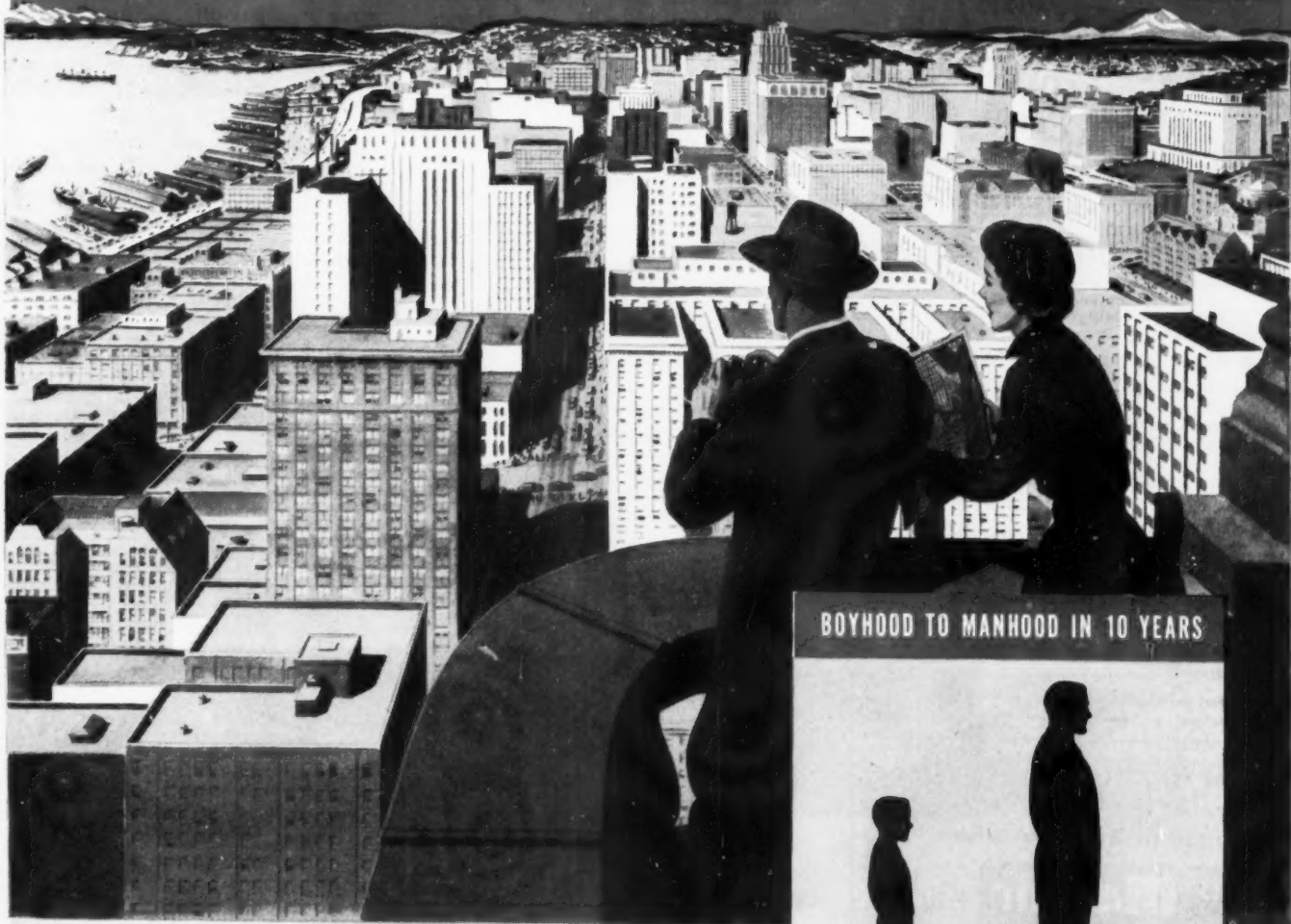
The only excuse for the headline is to start the reader on the first line of copy.

Search the product thoroughly, going deeper and deeper into it, always with the question: What, how, why was the human contact at this point? Then search the product going out from it toward society: What, how, why does it change a human, at this point, and at this point, and at this? Then you can get plausible, pertinent stories.

A story presents a conflict, a contrast, a memory with a smile in it. In this type of advertising it seems



# HOW SEATTLE HAS GROWN!

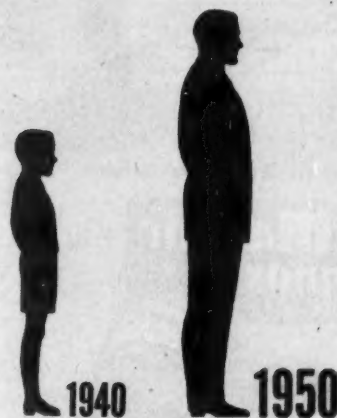


Actual view of downtown Seattle from 42-story Smith Tower.

**D**uring the growth of Seattle, The **TIMES** has always been the preferred newspaper — by readers and advertisers.

That's why advertisers know that success in the Seattle market can be found through frequent, concentrated advertising in The **TIMES** alone.

## BOYHOOD TO MANHOOD IN 10 YEARS



Metropolitan Seattle (King County) has grown from a population of 504,890 in 1940 to 726,055 today.

—1950 U. S. CENSUS BUREAU FIGURES

REACHES **8** OUT OF **10**  
SEATTLE HOMES



# THE *Seattle* **TIMES**

Represented by O'MARA & ORMSBEE  
New York • Detroit • Chicago • Los Angeles • San Francisco

DECEMBER 15, 1950

**Add 4-COLOR PUNCH  
to Your  
POST CARD MAILINGS!  
-Send**



- **27 Eye-Catching Color Designs**  
• ready for you to imprint with your sales message by any process - typewriter, stencil, multigraph, mimeograph, letterpress, lithograph, etc.

- **Cost Approx. 1/4 c per Card**

Attention-getting as mailing cards, business reply cards, etc. Mail first class for only 1c. Send now for prices and 27 FREE SAMPLES showing the color designs!

**Mail Coupon Now!**

**KUPFER PRINTING COMPANY**  
505 So. Jefferson St., Chicago 7, Illinois  
Sure! I want to add punch to my post card mailings. Send the free samples.  
Name.....  
Firm Name.....  
Address.....  
City..... Zone..... State.....

**Sh-h-h-h . . .**  
sleep in quiet comfort

**HOTELS Mayfair  
Lennox**  
ST. LOUIS 1, MO.

**See...**

**What Makes A  
Prize Winning  
Lumber Dealer?**

A proven pattern for success in the booming building material business is presented in words and pictures in BSN for December.



Dec. issue

**BUILDING  
SUPPLY NEWS**

3 South Wabash Ave., Chicago 3

beneficial to leave in touches of the writer. If he is not a story teller, better get one who is because a writer of the "hard-boiled" selling style cannot always adapt to the prestige style. Then let him philosophize a little, if he can, or use a quip, an unusual word, a colorful simile. Such things get stories read. It is purely personal opinion but I have always felt the lack of them explains why so much advertising is dull.

To demand that you tell all in the headline, eliminates any reason for reading copy. I know this is a favorite demand with many sales managers; I think it is self-defeating. To me, it also admits that the sales manager secretly believes his product has no human interest and that the copy won't be read anyway. Some sales managers insist that any provocative-ness in the headline, any catch phrase,

must be explained immediately in the text. This is *not* story telling. If you tell the end first, you again eliminate any reason for reading further. The same rules for holding interest in story telling, or joke telling, apply to copy: an unusual phrase . . . suspense . . . pay-off . . . humor.

The copy should be written with the conviction that it tells a story right to the last line. If you believe nothing is dull, you will then get copy that holds the attention to the end. I am sure you will not feel the need of resorting to nonsequiturs of praise for the Red Cross over your product name; or of linking up God, country and your trade-mark. During the approaching period of shortages you can enjoy advertising that is informative, dignified and that builds your name, without embarrassing you by bringing in orders you cannot fill.



## Tractor Clinics Win Friends for Pan-Am

Farmers buy gasoline as well as city folks; furthermore they consume sizeable quantities of other petroleum products such as distillate (tractor fuel). Believing that their goodwill should be cultivated through a program that offered no direct benefit to the company at all, but a lot of benefit to the man who lives beyond the city streets, Pan-Am Southern Corp. has inaugurated a program of traveling Tractor Clinics throughout four southern states.

Pan-Am—a large petroleum marketer in the area—put a full-time

engineer, H. G. Merrill, to work on the Tractor Clinics. Mr. Merrill goes from center to center in his four states.

He passes on tips for making the leaders' own clinics more helpful and resultful. At a recent meeting in Laurel, Mississippi, he told agents, engineers and implement dealers: "In addition to giving instruction in tractor maintenance, you should hold other activities to stimulate interest—such as tractor-driving contests, practical demonstrations on tractors—even races for 4-H boys and girls."

SALES MANAGEMENT

# SHORT COPY sells meat products



"Outdoor posters pin-point Kingan's advertising where we want the coverage. And it's *three-way coverage* . . . of consumers, retailers, and our sales representatives."

*J. W. McElligott*

J. W. McELLIGOTT  
Vice President, Sales and Advertising  
KINGAN & CO.



One of a series of advertisements promoting a better understanding and appreciation of Outdoor Advertising — sponsored by

## The Standard Group OF OUTDOOR ADVERTISING COMPANIES

serving one-fifth  
of the nation's  
consumers . . .

{ JOHN DONNELLY & SONS • CENTRAL OUTDOOR ADVERTISING CO., INC. • THE PACKER CORPORATION  
WALKER & COMPANY • WHITMIER & FERRIS CO., INC. • ROCHESTER POSTER ADVERTISING CO., INC.  
RICHMOND POSTER ADVERTISING CO. • E. A. ECKERT ADVERTISING CO. • PORTER POSTER SERVICE  
SLAYTON & COMPANY • THE HARRY H. PACKER COMPANY • BORK POSTER SERVICE  
SUNSET OUTDOOR ADVERTISING CO. • BREMERTON POSTER ADVERTISING CO. • C. E. STEVENS CO.  
STANDARD OUTDOOR ADVERTISING, INC., 444 MADISON AVE., NEW YORK 22, NEW YORK



# LEARN WHY PITTSBURGH IS A BILLION DOLLARS BETTER

**Pitt's \$19,450,000 building program** is now under way, with the Field House and the Medical Center Nurses' Home well started. Its Graduate School of Public Health, financed by a \$14,600,000 grant, opened in September. So did Carnegie Tech's Graduate School of Industrial Administration.

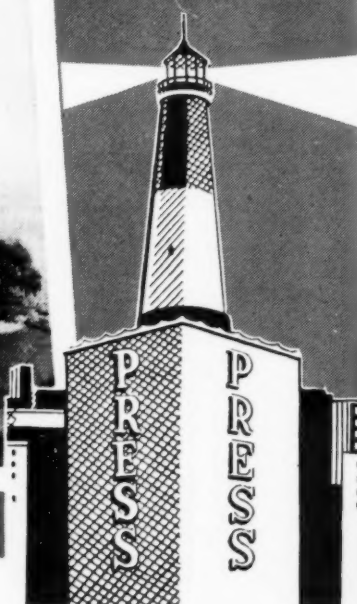
**Next year Carnegie Tech** starts up its \$1,500,000 synchro-cyclotron, one of the nation's most powerful atom-smashers. Last year Mount Mercy College com-

pleted a \$1,500,000 building housing an acoustically superb auditorium. Duquesne University will celebrate its seventy-fifth anniversary, in 1953, with a large building project.

**Like practically everything else in Pittsburgh,** the educational plant shows evidence of a rich, vigorous market, revitalized by industry's investment of more than a billion dollars in plant construction, expansion and modernization.



Pitt's new Field House, adjoining Pitt Stadium, will seat 7,000 spectators



**Pittsburgh is full of changes,** but one basic marketing rule is as true today as it has been all through the 44 years of The Press' leadership in Pittsburgh . . .

**Ask your Press Representative** to tell you about Pittsburgh's new market potentials . . . and how to reach them through The Pittsburgh Press. Every Scripps-Howard Representative is a Press Representative.

**IF YOU WANT  
YOUR ADVERTISING TO WORK,  
PUT IT IN THE PRESS.**

*That's what experienced marketing men do—because The Press produces business.*

**In the first nine months of this year,** The Press published 47.9% of all the advertising linage in the three Pittsburgh newspapers.

## PITTSBURGH AD LINAGE

First 9 Months of 1950

THE PITTSBURGH PRESS (evening)	13,902,401
THE PITTSBURGH PRESS (Sunday)	6,204,334
Sun Telegraph (evening)	9,116,177
Sun Telegraph (Sunday)	5,084,838
Post-Gazette (morning)	7,596,856

Source: Media Records

**Total Pittsburgh Linage—up 202,290 Lines**

**Pittsburgh Press Linage—up 829,094 Lines**

Represented by the General Advertising Department  
Scripps-Howard Newspapers,  
230 Park Avenue, New York  
City. Offices in Chicago,  
Cincinnati, Detroit, Dallas,  
Philadelphia, San Francisco.



**NO. 1  
IN  
PITTSBURGH**

# The Pittsburgh Press

**No. 1**

—in City and Trade Zone Circulation—in Classified Advertising—in Retail Advertising—in General Advertising—in Total Advertising

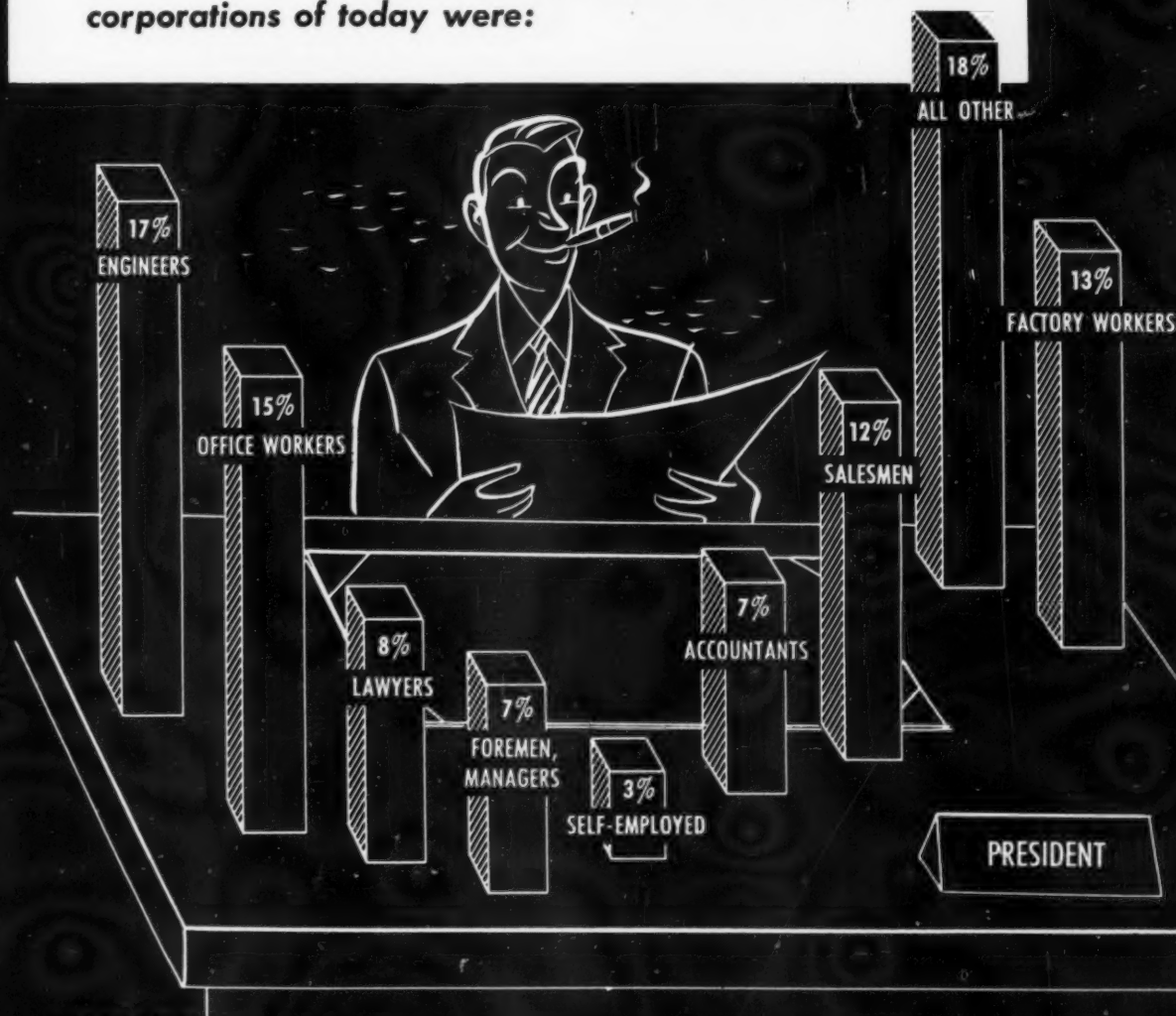
# MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

## WHERE DO PRESIDENTS COME FROM ?

Those who worked for no more than three concerns constitute three-fourths of the presidents of the best-managed American companies, and 36% have spent their working life with the company they now head . . . Three-fourths attended college . . . Seven-tenths reached the top between their fortieth and fiftieth birthdays.

*The first jobs of the presidents of the well-managed corporations of today were:*



PICTOGRAPH BY  
*Sales* MANAGEMENT  
12-15-50

Source: American Institute of Management, November, 1950

# How to slice sales resistance in Boston



Bostonians are not noted for gullibility. In fact, it takes *solid selling* to bring Bostonians around to buying a new product. S. and S. Industrial Products Co. chose spot television to slice expected sales resistance for a new product... a vegetable slicer. They bought one-minute announcements at *midnight* on WBZ-TV, a station whose selling prowess has weakened many a strong-minded New Englander.

In six weeks S. and S. received over 5,800 one-dollar orders... over \$5,800 in direct sales from WBZ-TV *midnight* viewers.

No matter how you slice it, responses like this in the late evening are an advertising phenomenon. The success of S. and S. in Boston is just one more example of the incomparable results you can expect when your product is advertised by spot television on one or more of these outstanding television stations:

WNBT	...	New York
WNBQ	...	Chicago
KNBH	...	Hollywood
WPTZ	...	Philadelphia
WBZ-TV	...	Boston
WNBK	...	Cleveland
WNBW	...	Washington
WRGB	...	Schenectady-Albany-Troy

Represented by:

**NBC SPOT SALES**

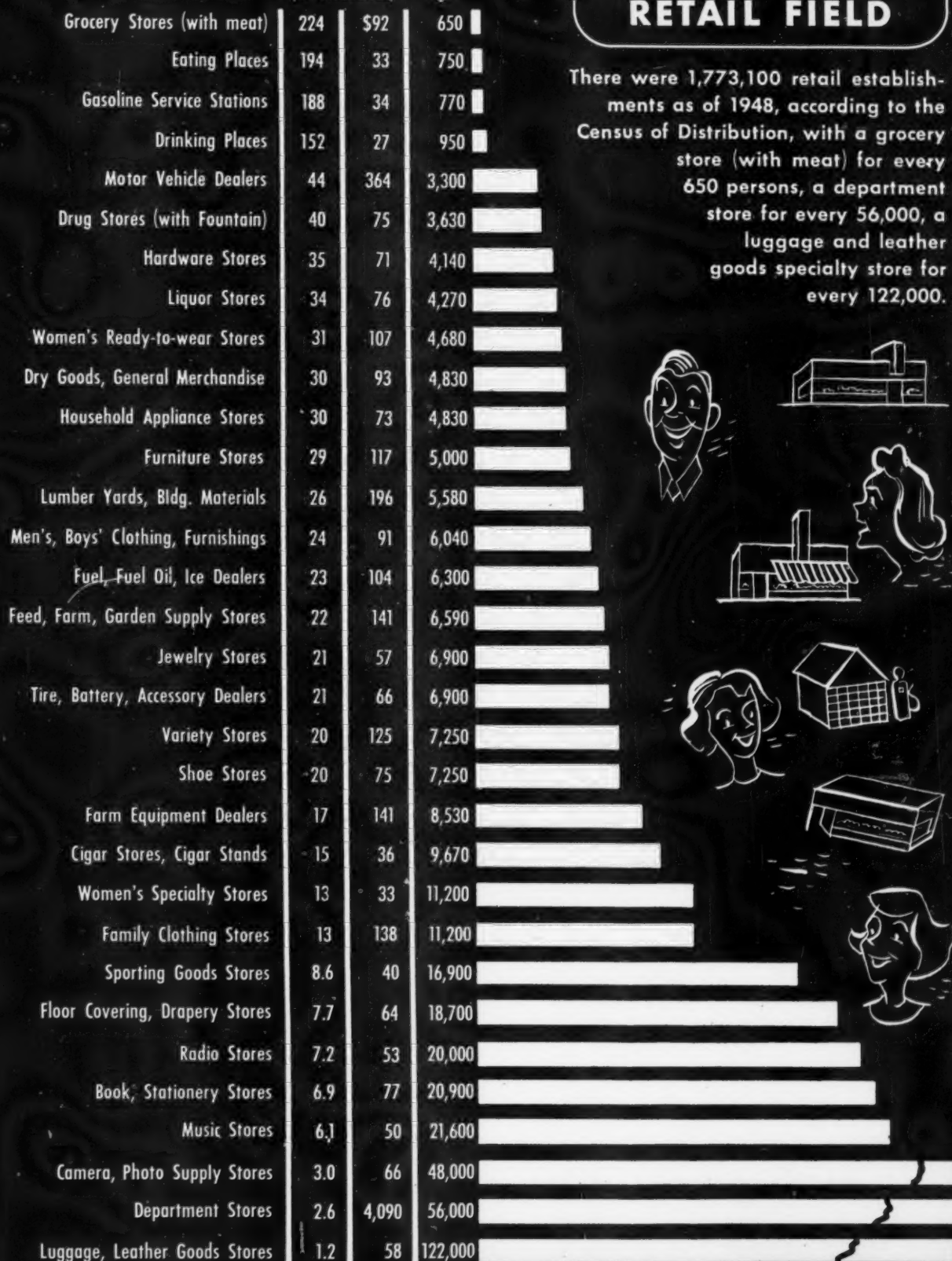
NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • HOLLYWOOD



AVERAGE POPULATION PER STORE  
 AVERAGE ANNUAL BUSINESS PER STORE  
 NUMBER OF STORES  
 (in thousands)

## POPULATION DENSITIES IN THE RETAIL FIELD

There were 1,773,100 retail establishments as of 1948, according to the Census of Distribution, with a grocery store (with meat) for every 650 persons, a department store for every 56,000, a luggage and leather goods specialty store for every 122,000.



Source: Tabulations by Domestic Distribution Department, U. S. Chamber of Commerce

PICTOGRAPH BY  
**Sales MANAGEMENT**  
 12-15-50

# Trend:

Redbook's total circulation for the 3rd quarter of 1950 was the highest in its history—well over 2,000,000 copies per issue!

Redbook's total circulation for the September issue was the largest in our history—nearly 2,100,000!

**REASON:** The Young Adults for whom Redbook is edited like it. Like it well enough to come back for more month after month . . . and to swell the ranks by telling their friends.

. . .

Redbook's advertising lineage for the last six months of 1950 is 12.6% ahead of the corresponding period of 1949. In the 4th quarter of 1950, Redbook gained 20.4% over the same period for 1949.

**REASON:** Advertisers are finding that Redbook is doing the one editorial job with real impact on the Young Adult Market. They are finding that advertising in Redbook pays off.



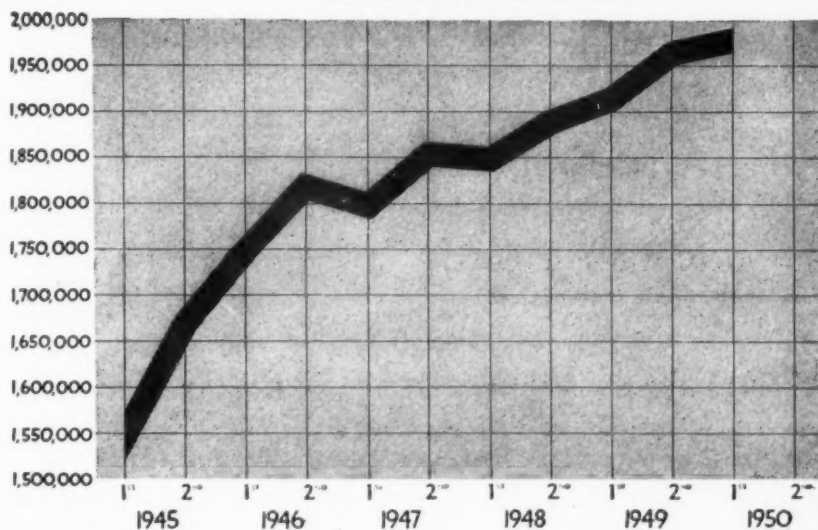
# REDBOOK

SALES MANAGEMENT



# Sharply Up!

**TOTAL REDBOOK CIRCULATION**  
BY 6 MONTHS PERIODS



***is going places***

**BECAUSE it's Serving the Self-Interest of YOUNG ADULTS!**

DECEMBER 15, 1950



# WAGE EARNERS NOT STOCKHOLDERS

Would there be as much labor strife if more factory workers owned shares of the company where they work?

A current survey shows that only 11.3% of wage earner families own common or preferred stock in any company, but 95% have life insurance policies, 70% have a bank account, and 57% own U.S. Savings bonds.

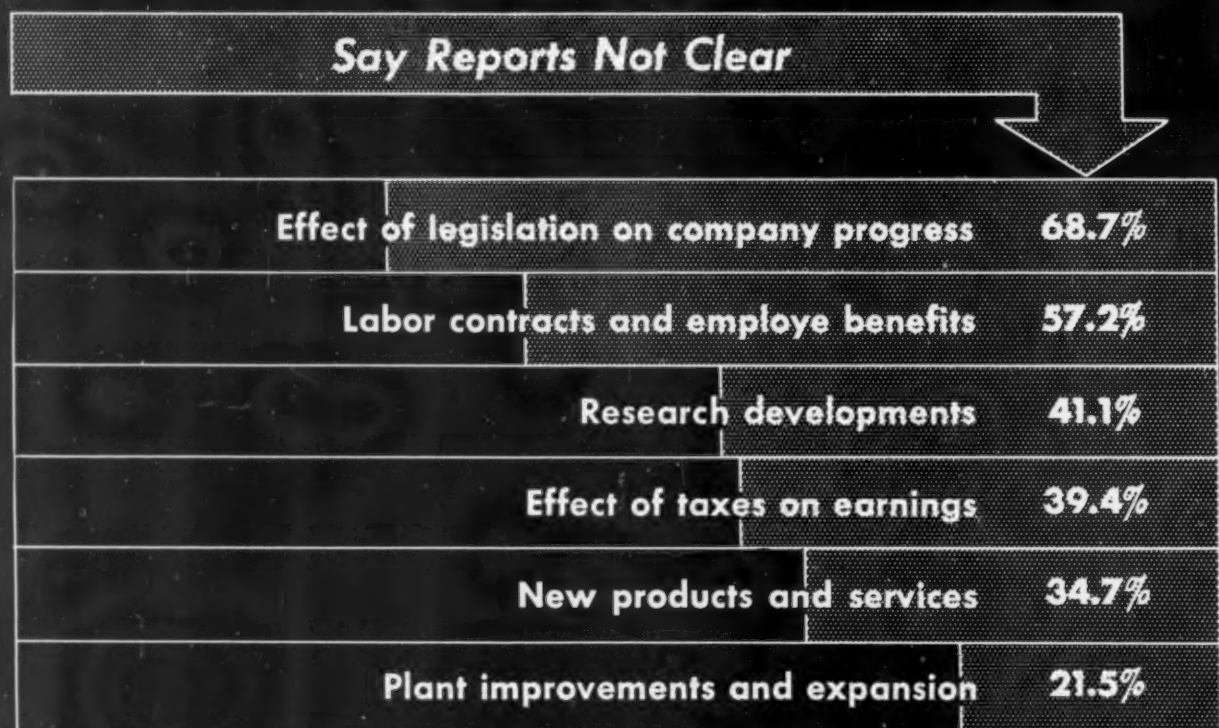
"Do you own any stock in the company you work for?"



Source: Wage Earner Forum of Macfadden Publications, Inc.

# STOCKHOLDERS' REPORTS NOT CLEAR

A survey among stockholders shows that annual reports do not clearly define the operating problems of the companies.



Nearly two-thirds of respondents voted "Yes" to suggestion that reports with more illustrations and charts, less reading material, would increase understanding.

PICTOGRAPH BY  
*Sales* MANAGEMENT

12-15-50

Source: Survey by Reuter and Bragdon, Inc., Pittsburg

**more  
circulation  
where  
most  
people  
shop**



**In city after city  
Woman's Day  
gives you maximum  
shopping-center  
penetration**

**A & P  
STORES  
IN  
CHICAGO**

Because Woman's Day is sold only at A & P stores, its circulation—all 3,750,000 of it—is concentrated in and around shopping centers . . . concentrated right where most of your sales are made. Advertising in Woman's Day gives you minimum waste . . . and maximum coverage where it counts.

**Woman's Day**  
Sold by A & P stores in big cities and small.  
**The National Magazine...with the NEIGHBORHOOD impact.**

DECEMBER 15, 1950

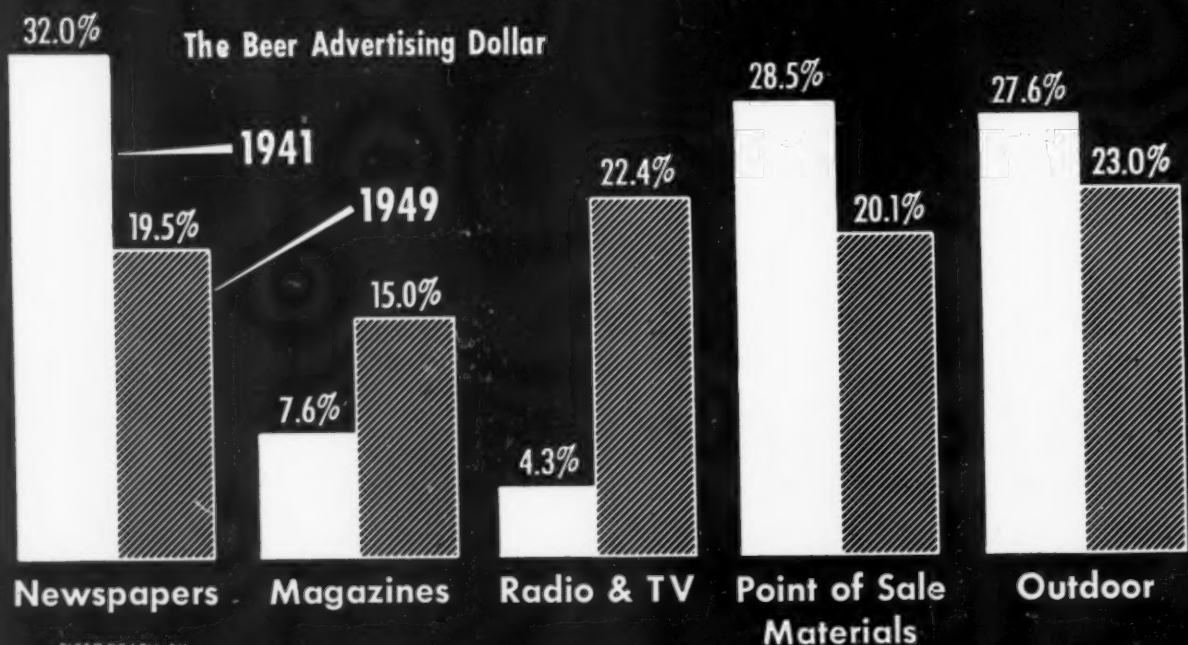
# COFFEE IS THE NATIONAL BEVERAGE

Interviews with 10,000 persons aged 8 years and up brought these answers to the question, "What beverages did you consume yesterday?"



## SHIFTS IN THE BEER AD DOLLAR

As the brewing industry combines into fewer corporate units and these larger companies expand from local to regional or national marketing, greater emphasis is placed on advertising in magazines and networks.



PICTOGRAPH BY  
*Sales MANAGEMENT*  
12-15-50

Source: Brewing Industry Survey by Research Company of America



## New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**Transportation Advertising.** By James Benton Lackey, Jr. Published by Division of Research, Harvard Business School. Price, \$4.00.

Here's a study of car card advertising; one of the first—if not the first—intensive studies of this medium. The publishers feel that the book has particular significance to three groups: (1) operators of transportation advertising with whose problems the study deals, (2) advertisers and others engaged in advertising work, (3) persons interested in the transit industry. The author has been active in the transportation advertising field. For 10 years he was an executive in a transportation advertising firm. Included in his book is a history of the transit industry, chapters on the structure of the transportation advertising industry, characteristics of the medium, audience, operations.

**Twenty-Second Annual Boston Conference on Distribution—1950.** Published by Boston Conference on Distribution, Daniel Bloomfield, director, 80 Federal Street, Boston, 10. Price, \$3.90.

The internationally-famous forum on problems of distribution has again reprinted the speeches of its annual conference. Included with them: a survey of opinion, among 70 top business executives of the nation, on what is necessary for developing young executives for business leadership and community responsibility. Among the speakers at the conference: Dr. Paul H. Nystrom, Marion Harper, Jr., Carl Byoir, Dr. Karl D. Butler.

**Readings in Business Ethics.** Selected and arranged by Maurice Baum. Published by Wm. C. Brown Co. 915 Main Street, Dubuque, Iowa. Price, \$3.25.

This is a loose-leaf book of some 200 pages, containing selections on the subject of American business morality. Dr. Baum, who compiled the selections, is head of the Department of Philosophy, Kent State University, Kent, Ohio. He defines business ethics, and uses some of the Greats of American business, past and present, to cover the subject. He has also used material from textbooks, fiction and fact-finders.

**Case Histories of Successful Marketing.** By Hector Lazo, Ph.D. Published by Funk & Wagnalls Company. Price, \$4.75.

This is, as the title indicates, a book of case histories—55 of them. Each case is different, each represents the successful solution to a tough marketing problem. Among the problems: how to meet low-price competition; how to use the package to cut installation costs; how to choose channels of distribution. One Chicago company, to cite one case history, which has 11 manufacturing plants and 40 warehouses, cut the cost of distributing its products in 18 different ways—and by better than 50% by changing handling, storage and shipping practices.



## Building for the Future!

in the

**TROY, ALBANY, SCHENECTADY  
METROPOLITAN AREA**

### GAINS IN A DECADE:

Population up 10.1%

Dwelling units up 14.3%—dwelling units outside central cities up 24.8%

Dollar volume in retail trade increased 171%

In the TROY CITY ZONE of this rich market—Troy plus Watervliet, Green Island, Cohoes and Waterford—we provide 99.8% coverage.

Rate: 18c per line

Circ: 44,925

Publisher's Statement

## THE RECORD NEWSPAPERS

• THE TROY RECORD •

• THE TIMES RECORD •

TROY, N. Y.

## *Lithography by* **STECHER-TRAUNG**

Step up the selling power of your advertising material and sales literature by using the dynamic influence of **FULL COLOR!** "Lithography by Stecher - Traung" is the unique all - in - one service that provides proven economy, unexcelled craftsmanship, and perfect quality control — from start to finish! The message you now read is a Stecher - Traung example. In our own plant we coated the paper, ground the inks, set the type on film, made the full - color engravings and press plates, and lithographed hundreds of thousands of copies, all colors at one time! This same service, complete or in part, is yours — at a saving! Write, phone or wire today for further details!

**SPECIALISTS IN FULL COLOR**—Consumer Folders • Booklets • Catalogs • Circulars • Broadsides  
Labels • Box Wraps • Streamers • Displays • Posters • Folding Boxes • Merchandise Cards  
Seed Packets • Specialty Envelopes • Full Color Letterheads • Greeting Cards

# **STECHER-TRAUNG**

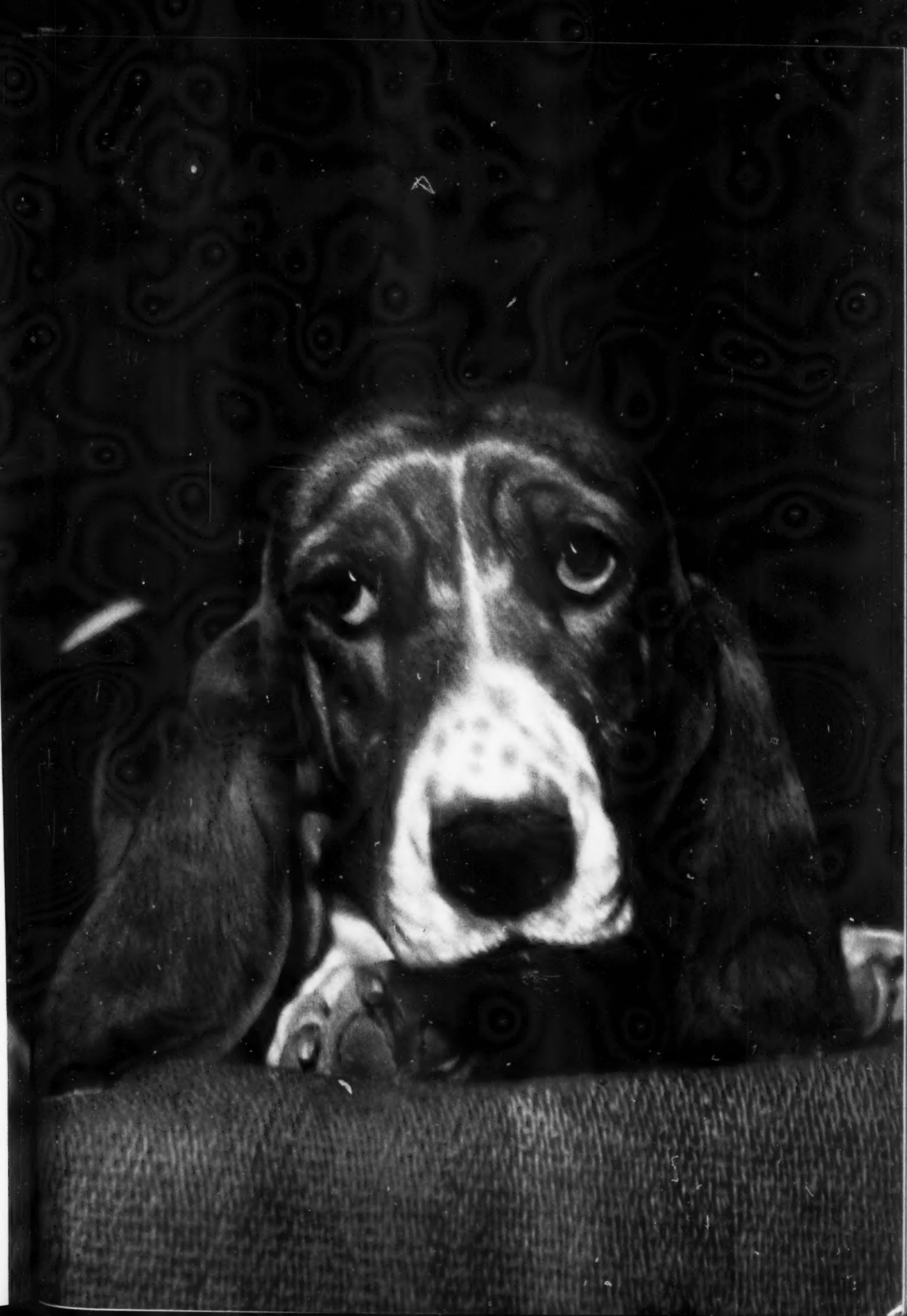
**LITHOGRAPH CORPORATION**

Plants at

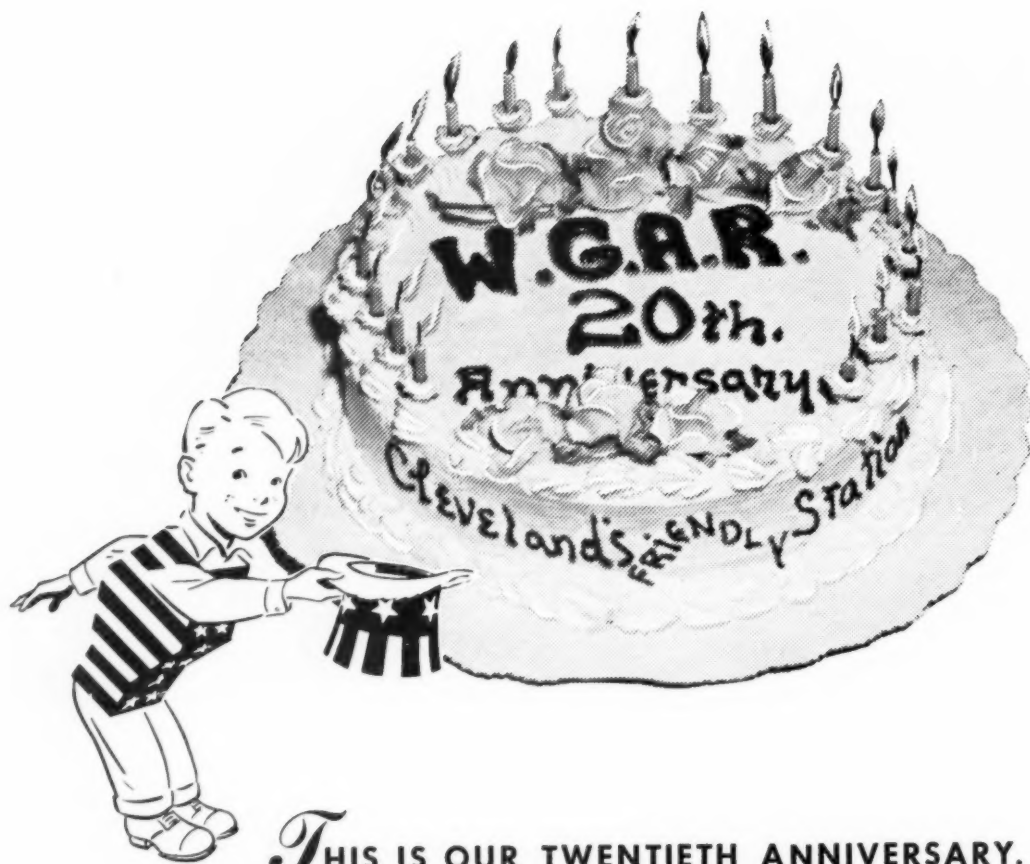
Rochester 7, New York • San Francisco 11, California

Offices: Baltimore • Boston • Chicago • Columbus • Harlingen  
Los Angeles • Macon • New York • Oakland • Philadelphia • Portland  
Rochester • Sacramento • San Francisco • St. Louis • Seattle  
*Special New York Sales Associates — Rode & Brand*

Send for our new book  
"How To Save Money On  
FULL COLOR Lithography"  
—a helpful guide in pre-  
paring sales and adver-  
tising material. Write on  
company letterhead for  
your free copy.







## THIS IS OUR TWENTIETH ANNIVERSARY.

This cake, symbolizing our twenty years of progress and service, results from a careful adherence to a time-tested recipe. In a like manner, our success as a radio station is the result of combining the proper ingredients in our operating philosophy.

We have always believed that in this democratic world, free speech is a most cherished right. We have always kept our mike a free-speech mike.

We believe that our programming must be in the public interest. And this has won for us many coveted awards. The significance of these awards reflects not only the merit of our programs, but our constant long-range planning in your interest.

We believe that the years ahead are filled with opportunity. If we did not believe this, we would not believe in America . . . because, in America, there is no limit to accomplishment.

So . . . we're starting our twenty-first year . . . eager and confident . . . a part of America's greatest advertising medium . . . and still "In Service of Home and Nation".

**Cleveland's Friendly Station**

# WGAR



REPRESENTED NATIONALLY BY EDWARD PETRY & COMPANY

# Worth Writing for

Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives

**Foundry Market Atlas:** Published by *The Foundry*, it shows where the foundry market is located and where concentrated, providing a yardstick to measure the effectiveness of your sales campaign geographically and giving a ready check on market potentials in all sales territories. The 10 most important foundry centers are mapped in detail, including foundries accounting for 50% of the total annual production of castings. Tabular information on the remaining 50% of production is also included. Write to George A. Pope, Business Manager, *The Foundry*, 1213 West Third St., Cleveland 13, Ohio.

**More Than \$2 Billion to Spend . . . the Nebraska-Western Iowa Market:** A data book put out by *Omaha World-Herald* points to the dollar importance of this 103-county area, with a total 1949 net effective buying income of \$2,015,890,000 and an even distribution throughout. Actual buying income of the majority of families is close to the average family buying income of \$4,332. A million and a half people live there. Omaha ranks 20th in the nation, with wholesale volume of \$1½ billion. There are more than 1,000 urban centers, with combined total of more than 25,000 retail stores. Meat, grain, manufacturing and transportation are big business. Industry is diversified. It has a billion-dollar plus farm market. . . . Nebraska ranks eighth nationally in gross farm income; 1949 total was \$992,895,000, augmented by the 10-county Iowa total of \$224,975,000. Write to Ed McClanahan, Promotion Manager, *Omaha World-Herald*, Omaha, Neb.

**Directory of U. S. Importers:** Compiled by *The New York Journal of Commerce*, it includes names and addresses of thousands of new importers heretofore not listed in any

publication. In addition to alphabetical name and address listings, it attaches to each firm a symbol denoting the type of merchandise it is now importing. The directory sells for \$5. Write to Erwin A. Single, Business Manager, *The New York Journal of Commerce*, 63 Park Row, New York 15, N. Y.

**Textile Industries' Market and Media Data:** In a 23-page booklet, prepared according to the National Industrial Advertisers Association recommended outline, *Textile Industries* graphically presents its history and background, market served, circulation history and policies, where circulation is, type of readers, editorial history and policies, special services provided, rates, and mechanical specifications. Write to Redfern Hollins, Sales Promotion Manager, *Textile Industries*, 806 Peachtree St., N. E., Atlanta 5, Ga.

**"The South Looks Ahead . . . 1950-60:"** Put out by Southern Newspaper Publishers Association, it is a reprint of an address by Dr. Paul W. Chapman, Associate Dean, College of Agriculture, University of Georgia, and President, The Southern Association of Science and Industry, Inc., before the 1950 Annual Conference of the advertising staff of *The Progressive Farmer*. Ten factors are summarized, supporting the belief that the South will maintain its relative leadership in greater gains in earnings and business volume: industrial growth, new industrial jobs, new business establishments, wages and salaries, electric energy output, electrified farms, rural telephones, index of farm living, cash farm income, bright spots in the South's farm outlook. Write to Walter C. Johnson, Secretary-Manager, Southern Newspaper Publishers Association, Chattanooga, Tenn.



Economic  
**EQUILIBRIUM**  
makes

**ROANOKE**

**AN IDEAL  
TEST MARKET**

There are no sharp variations in buying power in the 16-county Roanoke market. More than 500,000 people are employed in Industry, Agriculture and Commerce . . . assuring you the economic stability necessary for a good test market. One of the many reasons successful advertisers test first in Roanoke.

Natural mountain barriers separate Roanoke from competing markets. The Roanoke newspapers completely dominate the Roanoke market. Newspaper coverage, therefore, offers maximum desirability for test purposes.



Write for complimentary copy of "MARKET TESTISTICS" to Sawyer-Ferguson-Walker Co., 60 E. 42nd St., N. Y. 17

**ROANOKE**

TIMES AND WORLD-NEWS

ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.

National Representatives



**Look for the sponsor...**





that's  
where the  
listeners  
are!

To shed light on the basic facts of Chicago radio listening, spotlight the sponsor. Where do the nation's leading sponsors advertise their wares — and where do they keep their advertising year after year after year? Right on WBBM—Chicago's most sponsored and most listened-to station!\* Of the big-name national spot advertisers now buying local time on WBBM...

**SEVENTEEN** began using WBBM locally more than 20 years ago. (Advertising cigarettes, men's toiletries, bread, oil and gasoline, etc.)

**THIRTY-SIX** began using WBBM locally more than 15 years ago. (Advertising shortening, automobiles, toothpaste, flour, dog food, etc.)

**FORTY-EIGHT** began using WBBM locally more than 10 years ago. (Advertising candy, meat products, soap, cereals, cookies and crackers, etc.)

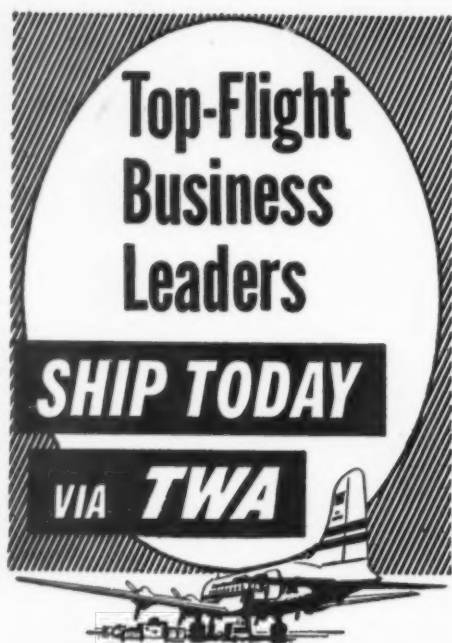
**SIXTY-FOUR** began using WBBM locally more than 5 years ago. (Advertising electric lamps, dairy products, airline transportation, etc.)

Yes — the advertising of the leading sponsors stays where it pays . . . and that's where the listeners stay, too . . . on WBBM.

\*Pulse of Chicago

Chicago's most sponsored . . .  
most listened-to station **WBBM**

Columbia Owned • 50,000 watts  
Represented by Radio Sales



TWA's new, fast, all-cargo "Sky Merchant" Fleet speeds your shipments to important markets in U. S. and overseas.

Experienced shippers know the smartest way to ship is via dependable TWA All-cargo "Sky Merchants."

Direct routes and connections serve more than 60 important market centers in the U. S. All-cargo flights overseas every week end, as well as frequent flights direct to London, Frankfurt, Paris, Zurich, Geneva, Milan, Rome.

### Check these outstanding advantages:

1. Save shipping time.
2. Obtain faster, wider distribution.
3. Replenish stocks practically overnight.
4. Reduce risk of pilferage, damage, loss.
5. Save costs on crating and insurance.
6. Receive careful, dependable handling of all shipments by TWA cargo specialists.
7. And remember, TWA service meets the urgency of every emergency.

Make a memo—NOW—to phone TWA (Trans World Airlines) for information, rates, schedules, quick pick-up service. Request interesting folder from Cargo Sales Manager, TWA, 60 East 42nd Street, New York 17, N. Y.



# Dear Editor . . .

## "Selling" vs "Engineering"

EDITOR, SALES MANAGEMENT:

I have been catching up on my reading of SM. . . I have found an article in the July 1st issue that I feel is worthy of a little comment. Reference is made to Lester Colby's interview with Mr. W. E. Thomas, Vice-President in Charge of Sales, of the Magnaflux Corporation. From page 77, I quote: "Selling, it was recognized by our engineers who are now willing to call themselves sales engineers, should be kept and can be kept on as high a professional plane as engineering. Selling of a consultation nature rather than of a high-pressure character." Well Poo! Poo! he better get under one of his own Magnaflux boxes to see where he is cracked. Since when haven't real professional salesmen been on as high a level as engineering? They are willing to call themselves sales engineers, well now—boys, be careful. For my part, I'll take a half dozen good specialty men or even some good old "snuff" salesman and let him start with twice as many engineers, and I'll come up with a more balanced and effective sales force in any given length of time.

During the depression we proved this in Oshkosh, Wisconsin. One night "shooting the breeze" in a hotel lobby, a sales engineer complained that that market had him whipped. He had been in town for two or three days and couldn't even get a prospect warm. Just for a gag we sent the master of ceremonies of the nightclub at the hotel out the next day to follow his tracks. In no time at all, everyone in the office was laughing and wanting to do business with this pleasant chap. When he was asked a technical question, he would say, "Oh, you know we'll handle that okay, and if necessary, I'll bring a metallurgist or production engineer along the next time I call on you. The main thing is to let me get your name on the books so I can afford to come back and start working for your interests." Sure, it was burlesque, but it worked.

Johns-Manville tried the engineering angle and, up to a certain level, everything was fine, but beyond that point, the men never seemed to be able to make management material. After 10 years they were not as successful as was hoped. In the final analysis, it was decided that they probably would have been happier if they had stayed in engineering.

Mr. Thomas is still talking about post-war sales. Let's wait until a sustained buyers' market returns, and I feel that our Mr. Thomas will take out his little Magna box and be looking for some hard-hitting professional salesmen who prefer not to be called engineers. Just for the fun of it, I called one of my customers who buys castings and tests them with a

Magnaflux. What do you know—I went out in the shop and within five minutes I was running the darn thing. Mighty handy gadget all right, but a good salesman doesn't need any other title, as it's still the best profession in the world, and anybody who feels he has to cover up ought to stick to his slide rule and test tubes.

J. T. RICHARDSON  
Reynolds Wire Co.  
Dixon, Ill.

## No Sucker

EDITOR, SALES MANAGEMENT:

Inasmuch as you have devoted your efforts to condemn the provisions of the Internal Revenue Codes, which prescribe that depletion deduction may be measured by percentages of income, would it be in order to invite your attention to Section 204 of the Revenue Act of 1950, which amends Section 23 of the Codes so as to permit you to expense all development expenditures incurred in expanding circulation? Do you intend to label this a "tax sucker's" provision?

Now let me put you straight on percentage depletion and intangible development. Obviously, you know nothing of the history or the background of these provisions, or the practice of mining, metals, nonmetals, or oil and gas, which justify the allowances. Early in the evolution of the income tax law, our Supreme Court refused to recognize a principle which is an obvious truth; namely, that when one sells a mineral deposit by exploiting it from the ground and selling it on the surface, such activity embraces a sale of the deposit in installments.

Certainly the profits derived from realizing this appreciation (engendered by exploration, discovery, and development) should not be taxed at higher rates of tax than if the owner sold it to John Doe and he exploited it with his labor and power equipment, and paid the owner the purchase price as he exploited the deposit.

Except for percentage depletion, this is just what happens. The operator who uses his own labor and power equipment is taxed at normal and surtax rates (45% for Corporation for 1951) on the realized appreciation of the mineral deposit, but if he sells to another operator the gain would be a capital gain and taxed at 25%. There is no contention that the profit derived from the use of labor, materials, and supplies should not be taxed at the normal surtax and excess profit rate, but it is rank discrimination to penalize those who keep the wheels of industry turning. Now percentage depletion tends to set off or equalize this discrimination which developed through the evolution of the income tax law. All you



have to do is to take a sharp pencil and you can figure that, under most of the cases, percentage depletion is not adequate to make the score even.

If you understand this point and the other persuasive arguments which justify percentage depletion, maybe you can tear off your label of "tax sucker," restore your peace of mind, and help preserve these provisions which promote exploration, discover new sources of national wealth and income, new sources of taxation, and additional security and insurance against invasion by Uncle Joe's barbarians.

GRANVILLE S. BORDEN  
San Francisco, Calif.

### Negro Market

EDITOR, SALES MANAGEMENT:

... You printed an excellent article, "Why a Handful of Advertisers Dominate the Negro Market." This is a most informative article on a subject which we know is of greater interest to more people than ever before.

Because of our direct interest in the subject, we have endeavored to read everything on the subject. ... I must say your article has succeeded in bringing before us information which we knew nothing about previously.

May I make this further comment? In all of the articles concerning advertising by various companies slanted at the Negro market, no mention is made of radio broadcasting. WDIA has for many months been considered the No. 1 Negro audience station in America. Our entire broadcast day is devoted to programs designed to particularly please the 45% of Memphis population which is Negro. In our employ are more than 15 Negroes who, as disc jockeys, homemaker, radio ministers, newscasters, and reporters, singers and musicians of every type, have given the station as high as 75.6% of the Negro listeners and Hooperatings consistently above those of any other station, network or independent. ...

BERT FERGUSON  
Manager  
Station WDIA  
Memphis, Tenn.

### Slight but Significant

EDITOR, SALES MANAGEMENT:

A slight but significant error on reporting on your part—see page 35, November 10th issue. The exact quotation was, "If sales managers other than in the metal trades, do not do something out and beyond what they are doing at present to create sales, they may have as much as 30% decline in dollar volume next year, about 15% of which will be in price and 15% in units."

I did not predict or use the word "slump." I did predict that profitable business would be harder to get and the correctness of this viewpoint is already beginning to be evidenced in the retail lines.

I am becoming more convinced every day that if business next year is to be "terrific" in 1951, sales managers must do more than anticipate a continued sellers' market. I talked to a used car sales man-

ager today and his business is not "terrific," but I am sure his outlook is.

ARTHUR A. HOOD, Editor  
American Lumberman &  
Building Products Merchandiser

(Using Editor Hood's comments as a basis, SM's Editor Salisbury asked in his Significant Trend headline, "Is a Slump Coming?" Art Hood is chairman of National Sales Executives, Inc.—The Editors.)

### Displaced Waterville

EDITOR, SALES MANAGEMENT:

Your retail sales map contains an error which we believe could mean the loss of much national advertising to our paper. Waterville is located in Kennebec County with retail sales up to 99.9 million. The map listed Waterville as being in Somerset County whose retail sales were less than 24.9 million.

It would be greatly appreciated if a correction of some sort were made.

HOWARD N. GRAY  
Assistant General Manager  
Waterville Morning Sentinel  
Waterville, Maine

(SM is recommending a Maine vacation for its map-maker.—The Editors.)

### Stimulating ... Provocative

EDITOR, SALES MANAGEMENT:

For the tenth consecutive issue, I turned immediately to your "Toughest Sale I Remember," upon receiving my issue of SALES MANAGEMENT. These articles have been in every case not only stimulating and thought provocative, but have also illustrated basic sales concepts.

With your permission, I should like to reproduce these articles for my company's small sales force.

RUSSELL TERRY  
Assistant to the Sales Manager  
The Lerio Corp.  
Mobile, Ala.

(Any company that wishes to reproduce these for their own use has SM's permission.—The Editors.)

### Rural Readers

EDITOR, SALES MANAGEMENT:

Re your October 15 "Significant Trends," under the heading, "Speaking of Local Advertising"—so help me, though I am with a magazine, I agree with your comments. It would appear to take 17 magazines to match one newspaper. But that is not what we say.

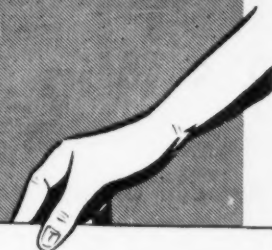
We have checked instance after instance and find that along the rural routes *Farm Journal* alone has coverage comparable to the local newspaper in place after place.

Eliminate people living in places over 25,000 population and discover that slightly more than half of the population of America lives in places of less than 25,000. Of the people who live in places of less than 25,000 nearly 70% live in rural areas and on farms.

RICHARD J. BABOCK  
Vice-President  
*Farm Journal*  
Philadelphia, Pa.

in North  
Carolina  
**WSJS**

*Delivers*



A 15-COUNTY MARKET  
With Over  
**\$12,521,000\*** DRUG SALES  
\*Sales Management 1950  
Survey of Buying Power

*More Value  
For Your  
Advertising  
Dollar*

**WSJS**

*The Journal-Sentinel Station*  
AM-FM  
WINSTON-SALEM

NBC Affiliate

Broadcast by  
WEALEY-NEED CO.

DECEMBER 15, 1950



# GAMA's Sales Shot Up When Each One Was Given Real Chance To Win

Based on an interview by E. M. Kelley with

**STANLEY C. GORMAN**

Director of Sales Promotion

Court of Flame Campaign

Gas Appliance Manufacturers Assoc.

A stimulating sales campaign centering around a contest has boosted shipments of automatic gas water heaters to a point well above the 1,800,000 units of the previous peak year, 1948. That year's record was equalled in the first 10 months of 1950, and the industry expects the year's total to rise to 2,225,000.

Before the campaign got under way, most members of the sponsoring group, the Gas Appliance Manufacturers' Association, believed this impossible for water heaters, a line usually considered the Cinderella of the appliance field. Indeed, their primary objective was to stop the drop in sales which had begun after the 1947 peak, rather than to climb to new heights. Quite early in the current campaign, however, it became apparent that this Cinderella was responding to promotional effort at a highly satisfying rate.

In the past, little salesmanship, and still less showmanship, had been exerted in favor of gas water heaters. The campaign has proved that the

**HIGHBALLIN':** The GAMA contest was built around the "All Aboard" to prize town theme. Above is Stanley C. Gorman, sales promotion director of the 1950 Court of Flame campaign. Salesmen claimed their prizes by submitting a tag (front and back are shown) for each gas water heater they sold.



**ALL ABOARD TO PRIZE TOWN**

**1950 "COURT OF FLAME" AUTOMATIC GAS WATER HEATER CAMPAIGN**  
No. A 023995

This TAG has been registered in this Campaign and is worth

**GOLD 50 TAG**  
PRIZE POINTS

**"COURT OF FLAME"**  
Retain This Stub for Your Records  
SEE REVERSE SIDE  
DETACH HERE

NOT VALID UNLESS COMPLETELY FILLED OUT  
No. A 023995

**GOLD 50 TAG**  
PRIZE POINTS

DEALER'S NAME (PLEASE PRINT) \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

I'M ABOARD WITH ANOTHER AUTOMATIC GAS WATER HEATER SALE

SALESMAN'S NAME FOR PRIZE POINTS (PLEASE PRINT) \_\_\_\_\_

DEALER'S NAME (PLEASE PRINT) \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_

SERVING GAS COMPANY \_\_\_\_\_

PURCHASER'S NAME (PLEASE PRINT) \_\_\_\_\_

COUNTY \_\_\_\_\_ STATE \_\_\_\_\_

No. A 023995

**GOLD 50 TAG**  
PRIZE POINTS

VOID AFTER OCT. 16th, 1950

**1950 "COURT OF FLAME" CAMPAIGN**  
RETAIN THIS STUB FOR YOUR OWN SALES RECORDS

SALESMAN'S NAME \_\_\_\_\_

PURCHASER'S NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

MANUFACTURER'S IMPRINT \_\_\_\_\_

FOR HOT WATER MAGIC  
**GAS HAS GOT IT!**

MANUFACTURER'S IMPRINT \_\_\_\_\_

**This Campaign is for Retail Gas Water Heater Salesmen Only**

Retail dealers, or their salesmen, who have not already received details of the Campaign and the Prize Catalog, write now to:

**1950 "COURT OF FLAME" CAMPAIGN HEADQUARTERS**  
Gas Appliance Manufacturers Assn., Inc.  
60 EAST 42nd STREET  
NEW YORK 17, N. Y.

DO NOT MAIL TAGS UNTIL YOU HAVE RECEIVED FULL INFORMATION.

SALES MANAGEMENT

*One County*

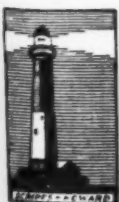
Cuyahoga County  
*Metropolitan* CLEVELAND

*has*

more effective buying income\*  
than any one of  
**23 States**



There is only **ONE** daily paper that  
adequately covers this wealthy area



**The Cleveland Press**

DECEMBER 15, 1950

public can be made quality-conscious so far as gas water heaters are concerned, and that the market does respond to cultivation.

The objectives of the campaign included the selling of more gas water heaters, and larger and better ones; educating the public to consciousness of quality of the product; obtaining a larger share of the selling time of dealers, dealer salesmen and utility salesmen; and promotion of the "Court of Flame" seal as an industry emblem.

The chief plank in the program was the contest, which incorporated

a number of improvements over one held last year. For one thing, while it was open to all retail and utility salesmen, they did not compete with one another, but endeavored to earn points entitling them to merchandise prizes. A single catalog for all classes of salesmen illustrated the prizes and explained how they could be earned. It was prepared by Belnap & Thompson, Inc., Chicago, the company which furnishes the prizes.

A weighting system for points was used, beginning with the cost of the tags to manufacturers as a means of financing the administrative and pro-

motional end of the contest. The tags came in three colors, gold ones to be affixed by the manufacturer to his top-grade water heaters, at 32c apiece; silver for intermediate lines, at 25c; and bronze-colored ones for the lowest-priced heaters, at 10c apiece. Through this system, \$170,000 was raised, but only \$90,000 was retained, the balance being returned to the manufacturers on a *pro rata* basis, as it was not needed for expenses.


### Points for Tags

A weighting system was also used in assigning points for the three types of tags: 50 points for the gold ones, to be attached to top-grade heaters; 30 points for the silver-colored (intermediate) ones; and 10 points, for the bronze tags, to be attached to the low-price heaters. Each sponsoring manufacturer attached the tags to his water heaters before shipping them to dealers. Since he would be required to redeem, at the rate of one cent per point, the tags returned to him through headquarters by the dealers and salesmen, he would naturally be careful in allocating these equitably to the merchandise. To be eligible for any prize, a salesman would have to earn a minimum of 300 points.

Tags for the three classes of merchandise are alike, except in color, and in the number of points named. Each is 8½ inches long and has a serial number on it which appears three times, at the top, in the center and at the bottom. There is a perforated line indicating where the lower part must be detached and returned to campaign headquarters, after the salesman has filled in blanks giving his name, firm name and address, local gas company, name and address of purchaser. The manufacturer stamped his name and address on the back of the tag.

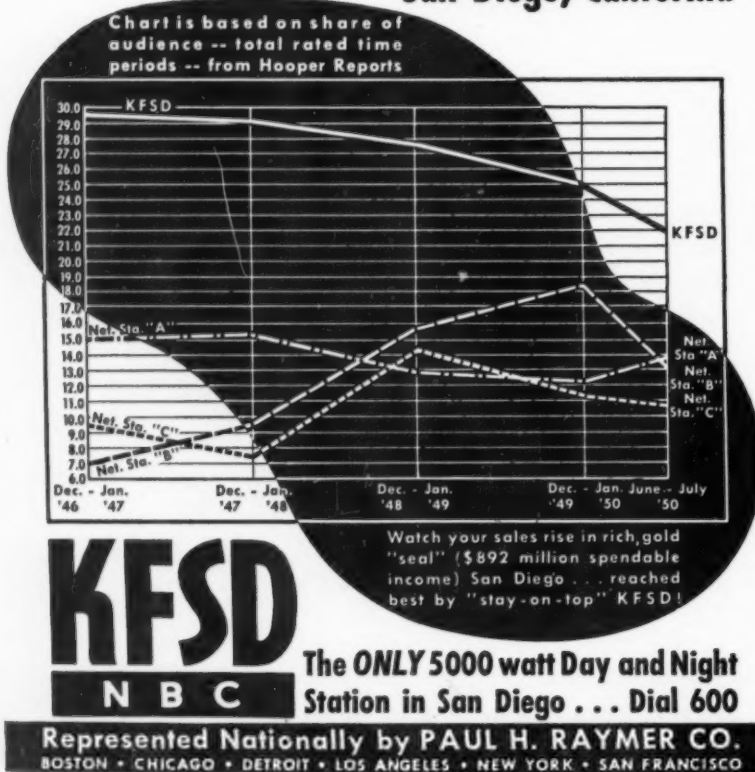
The salesman could send his cer-

**STAY ON TOP**



**With KFSD**

**5000 Watts - More "Air" Power For More Sales Power Reaching More Buying Power in San Diego, California**



**See...**

### Regulation X Won't Stop Farm Building

Read how the farm market looms bright for manufacturers looking for volume to offset new construction limited by credit curbs.



Dec. issue

**BUILDING SUPPLY NEWS**

5 South Wabash Ave., Chicago 3



# IT'S MAGICAL...

the way metallic  
foil cartons increase  
sales and PROFITS!



A few of the nationally  
famous companies who use  
United Board & Carton  
foil boxes

B. F. Goodrich  
James B. Beam Distilling Co.  
Dana Perfumes, Inc.  
The Toni Company  
Macy's  
Brownell & Field Co.  
Muench-Kreuzer Candle Co., Inc.  
Kingston Cake  
Alfred Nichols Bakery  
Brown & Bigelow



We call it the "magical formula" . . . the way our metallic foil cartons increase both sales and Profits. But it's really quite simple: Metallic foil reflects more light, attracts more attention . . . more favorable attention!

Metallic foil cartons always look quality. Their bright and sparkling surface sheds dust and dirt. They always look new and clean. Above all, they give the *Magic Illusion* of motion. As you walk past them, the lights they reflect vary . . . the colors they mirror change. They actually seem to M-O-V-E! That's why they stand out whether displayed alone, or on crowded counters and shelves. Storekeepers and display men like them especially for windows . . . give them the most prominent spot in every display. The result is inevitable . . . More sales, More profit.

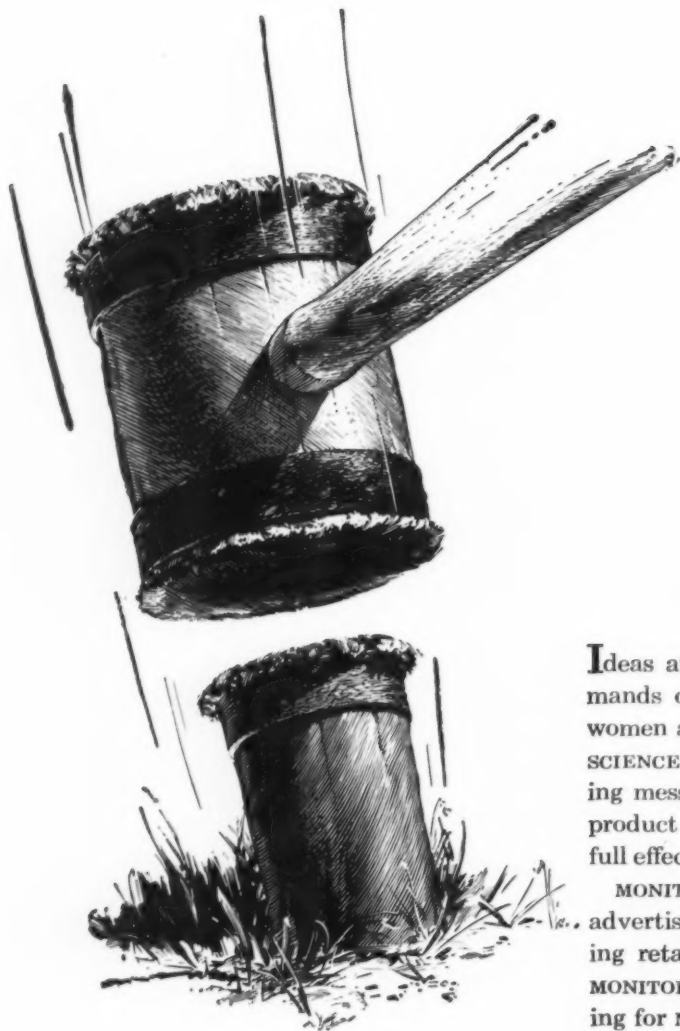
The Magic Formula can actually be reduced to figures. Let us show you how it works. Just drop a letter or a postcard for your free copy of "The Magical Formula."



## UNITED BOARD & CARTON CORPORATION

156 SOLAR ST., SYRACUSE, N. Y.

Board Mills: LOCKPORT, THOMSON, N. Y., URBANA, O.; Carton Plants: SYRACUSE, VICTORY MILLS, CONOES, BROOKLYN, N. Y., SPRINGFIELD, O.



*Drive home your  
sales message with*

## **DEPTH OF PENETRATION**

Ideas and facts that penetrate the routine demands of daily life register with busy men and women and result in action. When THE CHRISTIAN SCIENCE MONITOR regularly carries your advertising message, the facts and ideas relating to your product are reaching this important market with full effectiveness.

MONITOR readers are particularly responsive to advertising in this their favorite newspaper. Leading retailers tell us they are keenly aware that MONITOR readers make a regular practice of asking for MONITOR advertised brand merchandise by name. In addition, these men and women enjoy much better than average "spendable income" —

spendable for worthwhile products.

You will find that your business will profit from the stimulus of a program of advertising in this international daily newspaper. Without any obligation on your part, we will gladly draw up a detailed proposal of MONITOR advertising custom-made to the requirements of your product. — THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Massachusetts.

*SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS:  
"Our returns have been most gratifying and profitable. One thing that has brought a lot of pleasure is that our items have pleased and we have had so many letters from your readers expressing their sincere gratitude for our using the Monitor."*

*News, Advertising, Readership  
Devoted to Building a  
Better Civilization*

## **The CHRISTIAN SCIENCE MONITOR**

*An International Daily Newspaper*

### **Branch Offices**

NEW YORK: 588 Fifth Avenue  
CHICAGO: 333 N. Michigan Avenue  
DETROIT: 3-101 General Motors Building  
KANSAS CITY: 1002 Walnut Street  
SAN FRANCISCO: 625 Market Street  
LOS ANGELES: 650 S. Grand Avenue  
SEATTLE: 824 Skinner Building  
PARIS: 56 Faubourg Saint Honore  
LONDON, W.C. 2: Connaught House,  
163/4 Strand  
GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to  
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"  
with Erwin D. Canham, Editor, over the ABC network

tificates to headquarters as he earned them, collecting prizes as he wished; or let the points accumulate toward larger prizes, provided they were redeemed by November 15th.

The mechanics of redeeming the points and collecting prizes are interesting. In return for the tags which they send to headquarters, salesmen received vouchers for points earned. In appearance these are quite similar to checks drawn on banks. They were used in ordering prizes from the Belnap & Thompson catalog. There even was a provision for "change," as salesmen were asked to select small prizes in exchange for their left-over odd points. If they failed to do this, a prize of approximately the value in points due them is sent to them from headquarters.

It is too soon after the close of the contest for information to be tabulated from the tags, but in view of the large number turned in (over 165,000 at last count), the statistical data which can be compiled will be very much worth while. It will be possible to show, geographically, the acceptance of gas for water heating and to determine other valuable sales data for the association.

Now that the mechanics of the

campaign have been outlined, credit must be given to the promotional activity which contributed so largely to its success. Before the close of 1949, details had been ironed out and the 32 participating manufacturers were all set and ready to go. They had been advised to start attaching the Court of Flame seal to water heaters from January 1st on, even though the campaign proper did not begin until March 1. The closing date was September 30, but tags could be redeemed for prizes up to November 15.

#### Trade Informed

Trade paper advertising in the plumbing and gas field was used early in the winter to acquaint dealers with the workings of the campaign. On February 1st an announcement broadside was mailed to 93,646 dealers, jobbers, wholesalers and utilities, practically blanketing this group. Printed in red and blue, it carried out the railroad theme, bearing the slogan, "All Aboard," and showed a picture of a streamliner on the front cover. Inside it showed the tags and some of the prizes and explained the point system for earning these. At-

**even good  
skippers need  
a pilot now**

In normal times, an executive who really knows his own company can do a lot of good for himself. When the success or failure of his business comes to depend on force over which he has no control—then's the time he should go to a specialist in looking at the larger picture.

With the coming of the current crisis, demand is no longer in the center of the merchandiser's stage. Materials, manpower, Washington's maneuvers, take precedence. Do what American companies with \$75 billion of assets are doing; ask the Econometric Institute to help you figure out what will happen next.

Our record in plotting the ups and downs of business since World War II is amazingly good. We confidently expect to do as good a job of keeping our clients ahead of the terrific task of turning a peacetime economy into a preparedness one. Will you be one of those who benefits from our skill?

#### **The ECONOMETRIC INSTITUTE**

230 Park Avenue  
New York 17, N. Y.  
Mu. 4-7800

**"Forecasting Business  
is Our Business"**



*"I got a hundred and twenty dollar Christmas Bonus; aren't you sorry you didn't take up cleaning?"*



**Before Choosing Any  
Printing Paper—Look At**

## **KIMBERLY-CLARK COATED GRADES**

**New HIFECT\* Enamel**—with sulphate-cooked fibers added, foldability, dimensional stability make Hifect ideal for covers or any fine letterpress printing.

**New LITHOFACT\***—provides a moisture-and-pick-resistant coating for offset printing. Offers outstanding foldability. Renders colors without loss of density.

**New TRUFECT\***—whiter, smoother, folds even better than before. Trufect, for letterpress, offers faster ink setting time, greater press dependability.

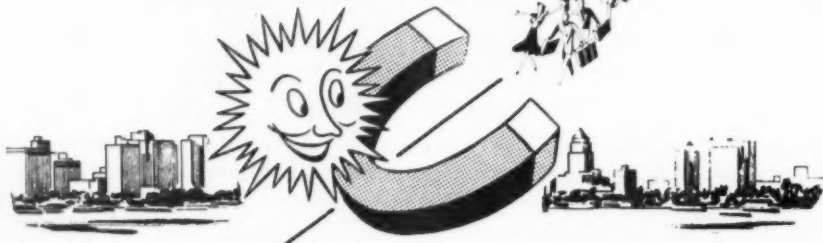
**New MULTIFECT\***—an economy sheet for volume printing. Has added strength, better foldability, greater uniformity ream-on-ream than ever before.

**Kimberly - Clark Corporation**  
Neenah, Wisconsin



\* U. S. PAT. OFF.

## **Greater Miami's Winter Colonists — America's Greatest PLUS Audience!**



Greater Miami and its large Gold Coast market are getting ready for what promises to be the greatest tourist season in the area's history.

From all parts of the United States and Canada, and from Europe and Latin-America come the people who make up one of the most influential audiences in the world...business and industrial leaders, key professional figures and statesmen...people whose decisions are of far-reaching importance in almost every phase of human activity.

This is the great *plus* audience you reach conveniently, economically, *directly* with your message in The Miami Herald, the single medium that delivers the constantly expanding Greater Miami market, and the bulk of its greater-than-ever buying power.



JOHN S. KNIGHT, Publisher  
STORY BROOKS & FINLEY, National Reps.  
A. S. GRANT, Atlanta  
Affiliated Stations - WQAM, WQAM-FM

**MIAMI--An International Market**

tached to it was a ready-to-mail form for requesting that information about the campaign be sent to the dealers' salesmen, whose names and addresses could be written in blanks provided for the purpose.

The combination catalog and informative guide was purposely sent to homes of the individual salespeople, so that their families would become interested in the selection of prizes. It measures 10x14, has a striking gold and blue cover, and is generously illustrated with photographs of the prizes, many of which are shown in color. It gives full details on rules and on the point system; and reproduces in full size the tag, with instructions on filling it out and returning one section to campaign headquarters. In addition to those distributed by mail, some were passed out by manufacturers' representatives.

### **Industry Participates**

As might be expected, other organizations with a stake in the gas heater industry participated in the campaign in various degrees. Owens-Corning Fiberglas Corp., whose Fiberglas is used for insulating in many water heaters, duplicated the top prizes. The Robertshaw Co., maker of thermostats, advertised the campaign in trade journals. Several manufacturers of water heaters featured the campaign in their own advertising, sent out broadsides or otherwise participated. The Mission Appliance Corp., Los Angeles, one of the sponsors, featured the event in three of their house organ issues, devoting front covers to it. At least two utility organizations sent out broadsides. Some matched the prizes awarded to their own salesmen.

The choice of the railroad theme as a promotional peg proved wise, as it offered many opportunities for dramatic showmanship. At conventions and other gatherings, headquarters representatives and executives of manufacturer organizations wore blue denim engineers' coats, with the emblems of leading railroads sewed to them, and engineers' caps. These were also lent to all who attended the National Association of Master Plumbers' Convention at San Francisco last year, and a photograph of each one wearing this outfit was made and later sent to him. At the Railroad Fair in Chicago, the Sales Promotion Director, Stanley C. Gorman, was photographed with "Miss Railroad Fair," against specially prepared train backgrounds, and this was widely reproduced. Early in the campaign, a photograph was made and

circulated of the crown for the winner, the salesman selling the largest number of automatic gas water heaters during the contest period. For the picture, the crown was held on a pillow by a shapely miss in a bathing suit.

What did all of this cost? As stated earlier, \$170,000 was raised for administration expenses through the sale of tags to the sponsoring manufacturers. The budget had been set at \$90,000, however, so the excess was returned on a *pro rata* basis to the sponsors. Individual manufacturers were billed by campaign headquarters for prizes earned by salesmen who returned tags stamped with the manufacturers' name and carrying serial numbers of tags issued to that company.

In the 1949 GAMA campaign, prizes of Government bonds had been

"There are many cases of salesmen who have nothing to offer a prospect except friendship, outselling salesmen with everything to offer the prospect—except friendship."

"The Handbook of Selling"  
by Charles B. Roth

offered to top salesmen only. As it turned out, this narrowed the number of participants and held down interest. This year the response was far better, since every salesman had an opportunity to win. The merchandise prizes, with appeal to every member of a family, also spurred interest in the event. Another good feature was not requiring a salesman to wait till the end of the contest period to collect his prizes. Still another important improvement over the previous year's contest was its simplification—without the complications of regions, meter classifications and quarterly prizes.

Appraising results of the campaign, one of its results is an intangible—a change in the industry's thinking about automatic gas water heaters. No longer can they be regarded merely as staples, unresponsive to sales effort. The high proportion of sales of the more expensive units—in other words, *upgrading*, also has meaning for the industry.

## Prominent Users of Strathmore Letterhead Papers: No. 91 of a Series



The main office of the Philadelphia Saving Fund Society in its 36-story building at Twelfth and Market Streets; seven branches are at other locations in the city.

200 Walnut Street  
Philadelphia, Pa.



Branch & Office List  
Philadelphia, Pa.

THE PHILADELPHIA SAVING FUND SOCIETY

The Oldest Mutual Savings Bank in the United States - Incorporated 1816

1816 MARKET STREET  
PHILADELPHIA 7

## QUALITY... the foundation of a sound business reputation

Of all the details, large and small, upon which a company founds its reputation, nothing establishes a more immediate, a more vivid impression than the letterhead on which it addresses its customers and prospects. It is because of this that leading companies specify Strathmore for their letterheads.

The Philadelphia Saving Fund Society is one of these leaders. America's first and oldest savings bank, it was established in Philadelphia in 1816, and stands today as the largest mutual savings bank in number of depositors and the second largest in total deposits. Such organizations know that they must convey quality and integrity in everything they do, so naturally they select Strathmore papers to represent them to the public.

Look at your firm's letterhead: Does it present a picture of your company that establishes a *quality* reputation, that by its very look and feel attracts attention to your message? Appraise the design—is it modern, fresh-looking? Should it be re-styled to convey the picture of your present-day outlook? Consult your supplier today. Have him submit samples of your letterhead on Strathmore. See for yourself what a quality paper can do to express quality for your firm.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

# STRATHMORE

MAKERS  
OF FINE  
PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

# How We Live on 69 Hours a Day— or (The Outlook for Research Was Never So Rosy)

BY LAWRENCE M. HUGHES

If you still doubt that television will consume a lot of your life, you should see some *very* recent researches about it.

I've restrained myself. The less recent statistics told plenty.

Down at White Sulphur Springs last March, a plausible chap named Arthur C. Nielsen told me that the average family who boasted both radio and TV then look-listened six hours and 39 minutes a day.

This came to 27% of the standard 24-hour day. And it covered only the in-the-home audiences. All the outside listening on portables and car radios and all the looking at bars and other places were unmeasured velvet for broadcast advertisers.

The TV in-home part, as I remember, was about four hours. And TV programs then were offered mainly in the evening and late afternoon.

Today, with morning, afternoon and midnight telecasts filling the air over 70 markets, I'm sure it must be five or six hours.

## Our All to TV

As yet this new time-taker reaches only about eight million of the nation's 41.5 million homes. But FCC Chairman Wayne Coy says that with thawed station applications, ultra high frequencies, and networks and relays hither and yon, ultimately there's to be some 3,200 TV stations.

By 1955, perhaps, no home in the land need be deprived of all this, in color. And except for a bare minimum of working, sleeping and eating, we'll all spend our days and nights surrounded and submerged by TV.

This statement, however, may oversimplify matters. In fact, newspaper, magazine, outdoor and other researchers—including radio—say it's completely cockeyed. They've sent me an armload of surveys proving how much time we love to spend with them.

For one thing, the average reader of *The Saturday Evening Post* devotes about three hours and 46 minutes to each issue. Magazine Advertising Bureau shows that even one in my circumstances (down in the third quartile, socio-economically)

reads seven magazines regularly. And Dr. Paul Lazarsfeld, from Vienna, finds in East Orange that newspapers consume at least 45 minutes a day. I assume he didn't cover the big Sunday newspapers.

## Editor's Note

I know that Mike Hughes doesn't expect you to take his kidding of advertising media research as being completely literal, but in his whimsical piece he does express the confusion many business executives feel over competitive research studies which do not seem to conform to "common sense" observations. Usually the fault isn't nearly so much with the research itself as it is with the interpretation—and the implications read into it. What he says does emphasize the importance of continuing research. The absolute figure brought out by a specific research study may be slightly out of line—perhaps the sample was too small or the respondents not wholly typical of the entire market—but if it is part of a continuing research job a trend will be found which *is* important.

For example, a study which shows the "average" Radio-TV family as listening-looking five hours and 57 minutes a day may be off substantially one way or the other, but if last year the same "average" families looked-listened only four hours and 17 minutes, the trend would be important.

It's much the same with Census figures. They, too, aren't absolute. Considerable estimating must be done. Druggists who reported their 1948 sales volume to enumerators may have made errors, and no one can say that the \$3,687,000,000 volume reported by the Bureau of the Census is precisely on the button. (Incidentally, the Government is revising upward this figure by more than \$200 million.) But because errors here and there tend to cancel each other out, the figures are sufficiently accurate to show approximately how the drug industry fared against other retail trades, 1948 over 1939, and how drug store sales in one city compare with another city.

Mike and many others wouldn't find so much fault with research studies if they looked upon them as *pointers* rather than as precision measuring instruments, and they wouldn't be so confused if sponsors of such studies would admit that their figures were only *substantially* correct, give or take at least a slight margin.

Philip Salisbury

Meanwhile, Traffic Audit Bureau emphasizes that in the course of driving 770 billion passenger miles a year, we all see a lot of 24-sheet posters. Which takes time, too.

Then I took another look at Niel-



sen's six hours and 39 minutes, and noticed that he was talking about family look-listening, while the publication and outdoor people measure individual readers.

One can't simply take the 6-39 and divide it by the number of people in the average family—say  $4\frac{1}{4}$ —and come up with an hour and a half apiece. Family listening habits are hard to segregate. Whoever turns the knob immediately starts sharing his electronic enjoyment with everyone within earshot.

Also, some join voluntarily. Our little daughter has won at least two converts to Kukla. Several of us see the first 10 minutes of Milton Berle. The boys join me to weep over the Dodgers.

This would bring us, individually, back about where we came in. Maybe the average person does follow TV four hours a day.

### I Wonder

Then I got to wondering whether he could.

Multiply a 24-hour day by seven and you get a 168-hour week. Assuming you sleep 56 hours, you have 112 hours a week left.

For 40 hours a week, or more, 60 million of us breadwinners work. For an hour or two a day we go to and from work. For six hours a day the children go to school and the wives either do the housework and miscellaneous chores and errands or see that someone else does them. And for a couple of hours a day we eat.

Without even including such necessary or habitual time-consuming functions as getting dressed, helping the youngsters with their lessons or going to church, our disposable time already has been reduced to 37 hours a week, or 5-17 a day.

And already radio-TV—especially TV—have taken about all of it. . . .

Now, the sensible thing to do when a researcher comes up with a startling statistic is to say, "Goodness, how interesting," and go back to the chicken sandwich.

But, unaccustomed as I was, I decided to probe further.

Not being a researcher, my methodology was kind of mixed.

The first approach was empirical. Borrowing a diary from C. E. Hooper, I tried to do the things the media researchers said I should be doing for as long as they said I should be doing them.

For a couple of days I followed Gems for Thought, We Love and Learn, Nona from Nowhere, Young Dr. Malone, Young Widder Brown and Arthur Godfrey. I tried to stop

the music and break the bank, and poked into dark alleys with Martin Kane and new planets with Captain Video. I learned that every cigarette cures lung trouble, and the soap industry shot full of amazing revolutions.

Then for a day or two I sat buried in my seven magazines and a pile of newspapers, reading Tugboat Annie and Winston Churchill and how to hold your husband, and all the comics and food pages, because they have such high readership. I even learned



ZERO HOUR for modern man's 69-hour day . . . our hero is a joy to researchers.

that Truman and MacArthur were meeting out in the Pacific.

In between all this were at least 300 ways to get me to spend money. One newspaper suggested a television set.

And then I went out into the night to see all the signs. Our little Studebaker looked so forlorn in contrast. Maybe it was being done to death by the wrong kind of motor oil.

When I finally crawled upstairs, seven little trade-marks popped up from under the bed and started flailing me.

The whole experiment reminded me of the Lost Weekend.

Perhaps it was just as well that I lost the diary. . . .

After a decent interval, I tried observation and rather random sampling in our home village of Freeport, L.I.

Our family somehow didn't look typical or average or median. (None does—and none would admit it, anyway.) So when I took Suzanna the dog out for a walk I looked at the neighbors. To George Howland, who lives across the street, I said, "How

long do you keep that box going?" And he said, "Well, now, look here. It doesn't make any more noise than that dog of yours." And I told him I wasn't talking about noise but about time. In fact, I was making a survey.

George is a sales manager. That survey got him. He told me not only about the Howlands but most of the rest of the neighbors.

As Suzanna and I progressed around the block we could see about one-third of the TV sets hard at work. But we couldn't tell whether someone had just forgotten to turn them off. So we dropped in at a couple of homes. The people had the curious habit of keeping their sets going full blast while we tried to talk.

From this I deduced that those who wanted to read or study or play canasta, hid themselves in an upstairs corner.

Daytimes, even when Army was playing Michigan on TV, I saw a representative number of neighbors raking leaves or returning from excursions with shopping bags or freshly caught flounder.

### What Wife Says

There are always addicts who alter averages. One man told me that since they'd got their TV, he'd stopped going *anywhere* at night. But then his wife said (*entre nous*) that he never misses a new movie, and on the other two nights a week he plays pinochle.

And I wondered if some people weren't pulling Nielsen's leg, too. . . .

Finally, I took the whole pile of surveys and charts I'd collected, and the *World Almanac*, and sat down and applied logic.

Between 1940 and 1950, I learned, the nation's population has grown about 15% to 151 million. Thus, collectively, we now have 25,368,000,000 hours a week to spend on everything, compared with 22,008,000,000 ten years ago.

A nice increase. But with TV, is it enough?

Surely, TV must have taken time from radio.

But then I find that in this decade the number of radio homes grew nearly 50%, and now represent more than 95% of all homes in the country. Against 51 million radio sets in 1940, we now have about 86 million—a lot of them used outside the home, where only Pulse has started to measure. Over in New Brunswick, an outfit called Advertest Research finds long-time TV owners swinging back to radio.



ON a 69-hour day you can eat leisurely  
... Grandad had to listen to Grandma.

What has TV done to reading?

Well, in 10 years daily newspaper circulation has risen more than 50% and magazine circulation about 80%. Several magazines moved above three million — among them *American Legion*, *Better Homes and Gardens*, *Collier's*, *Good Housekeeping*, *Look* and *Woman's Day*. *Reader's Digest* now has more than 15 million, of which about nine million are in the U.S. Both *The American Weekly* and *This Week* have reached 10 million, and Metropolitan Sunday Newspapers are nudging 15 million.

It's a fair assumption that people wouldn't buy all these publications

without reading them, any more than they'd buy a TV set without seeing what it has to offer.

Some figures on individual readership of some magazines, in fact, have grown a trifle astronomical. *Life's* buyers now number 5.4 million an issue; but four or more borrowers and chiselers bring its total audience each issue to about 24 million. On top of this, *Life* shows that over 13 weeks it reaches a total audience of 62.6 million, or 53.1% of all people in the U.S. of 10 years or more.

*Look* multiplies rapidly too. ....

Then we have the comics — of which Dick Feldon of National Comics says, 50 million are now sold every month. I dared not ask how this figure compared with 1940. But their audience must pale even *Life* and *Look*. The other night the daughter brought home a pile of 23 — slightly dog-eared but still legible.

It seems the kids have a sort of circulating library.

Now, the comics are not what you think they are. Some publishers present in them capsule versions of the Bible and Shakespeare.

And not included in the 50 million are promotional comics by such big outfits as G-E, Westinghouse and the NAM.

The total value of books-bought-to-read in this decade has more than trebled. Although the prices of "regular" books are higher, the growth of book clubs and \$1 and 25-cent editions seems to mean a lot more books are being read. Since 1940, for example, the volume of



OLD FASHIONED exercise in a robot age  
... but researchers are clocking him.

# IT'S UNANIMOUS...WBT is

WBT reaches a market bigger by far than 10 years ago—

1,246,420,000 retail sales dollars last year!\*

\*Sales Management (May 1950-1940 figures for WBT's 50-100% daytime listening area, 1949)

WBT delivers the biggest share of audience  
in the Carolinas —

better than 60% in Charlotte!\*

\*Hooper (most recent Charlotte Station Listening Index)



"pocket" books has risen from 10 million to 225 million.

And more people are reading for more serious purposes—as shown by record enrollment in vocational and higher educational schools. Three schools—U. of California, CCNY and NYU—now have more than 45,000 students, each. The number of people graduated from college last spring was twice as large as a decade ago.

With the mounting birth rate, there are more readers in the lower grades.

People still write, too. About 30% more stamps are being issued today than in 1940. All of this can't be direct mail...

True, TV has affected the movies—but no one seems to know how much, nor how permanently.

Some surveys show that only half as many TV-owners go to the movies as non-TV-owners. From the prewar 90 million a week, current estimates of attendance range from 65 to 87.5 million. But between 1940 and 1949, says the Department of Commerce, the theaters' take from admissions rose from \$709 to \$1,368 million.

I neglected to ask whether all the new drive-in movies were included. But a guy I know in this business

says they now take in \$1 million a week, plus \$500,000 for popcorn, etc.—25 weeks a year.

The old legit stage struggles along. And in the summer, from Central City, Colo., to Stockbridge, Mass., straw hat circuits have become sizable business. . . .

Maybe the churches are lucky that TV doesn't yet compete much on Sunday mornings. But there are still 82 million formal church members, —about 25% more than in 1940— and millions of others who go Sunday morning and other times.

What has TV done to clubs and other groups? The joining business seems to be doing fine—what with 15 million members of labor unions, millions in chambers of commerce and other business groups, 1.3 million Eagles, one million Elks, 750,000 in the K of C; five million in P-TA, two million in 4-H, 3.7 million in Boy and Girl Scouts; 1.250 million in VFW and three million in American Legion. . . .

Has TV really cut down sports attendance and participation?

Reporting on the annual "Video-town" surveys of Cunningham & Walsh, Jack Cunningham said that "the interest engendered by TV ultimately drives them back to the ball



DEAR HOOP: You work wonders with a day . . . nobody has time for fishing now.

park or stadium to a greater degree than ever before."

In this decade attendance at major league baseball (stimulated largely by night games) nearly doubled, to 9.2 million. Most of the minors did better too. Football still draws. Although two big conferences put curbs on telecasts, these didn't seem necessary. Average attendance at all college games this fall has been slightly higher than in 1949.

Horse and dog races are three times as popular as 10 years ago. Despite—and maybe because—of telecasts bas-

# ibiggest in the Carolinas!

And... WBT has the biggest and best array of local live talent in all Southeastern radio!\*

WBT is the Carolinas' biggest single advertising medium—

reaching 512,380 families every week!\*

\*BMB (50-100% daytime listening area, 1949)

\*Ask us, for example, about Grady Cole, Arthur Smith and His Crackerjacks, Fred Kirby, Kurt Webster, The Johnson Family, Lee Kirby, Claude Casey and the "Briarhoppers."

try WBT for size!





ketball, hockey, wrestling, boxing and roller derbies thrive.

The mounting circulation of such magazines as *Sports Afield*, *Field & Stream* and *Outdoor Life* indicates that a few million men still take their sports on the hoof. The "main spare time interests" of *American Legion's* readers are fishing, 17.5% and hunting, 8.1%. Far down the list, after gardening, workshop, golf, baseball and photography, came radio, 2%, and TV, 1.2%.

In nine years the number of bowl-

ers rose 67%.

People are traveling. Private automobiles, railroads, buses and airplanes all carried more people farther in 1949 than in 1940. Their combined *per capita* passenger miles, in fact, gained 18%. In 1950 travel gained even faster.

With \$223 billion personal income, we're buying more — and spending more collective time spending it all.

And whatever it may portend, we're consuming twice as many cigarettes and 60% more fermented



BUT DADDY, your father read stories to you . . . "Son, only ad reading counts today."

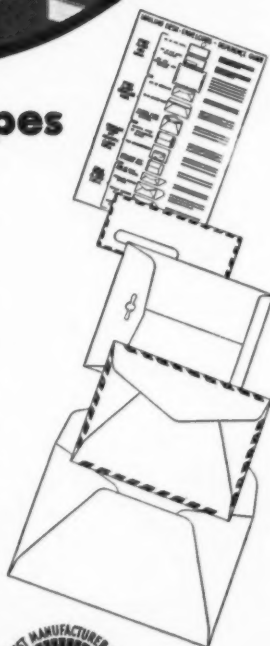


## from here . . . to here . . . it's a matter of Envelopes

Having the correct envelope for each particular use is a "must" if your mailing department is to operate efficiently.

U.S.E. provides a *Mail Master Kit* (shown at right) which contains the answer — with samples — to a number of first-, third- and fourth-class mail problems. The wall card shows envelope types and sizes, making it easy to pick out the proper envelope every time. Ask your printer or paper merchant, or write directly to us for a free copy of the U.S.E. Mail Master Kit.

E-7A



**UNITED STATES ENVELOPE COMPANY**  
General Offices • Springfield 2, Massachusetts  
DIVISIONS FROM COAST TO COAST



and 40% more distilled beverages than a decade ago. Not all of these are used in the living room in front of the TV screen. The Department of Commerce finds "eating and drinking places" (including night clubs) now doing a record \$13 billion a year. . . .

Recently, Ben Duffy of Batten, Barton, Durstine & Osborn wondered out loud before the Association of National Advertisers what we did with all our time, 10 or 20 years ago.

Maybe, then, some of us could just sit and whittle. Or maybe we went visiting, just to talk to people and get to know them.

In fact, I've a hunch that some people *still do* such things. There must be figures about these, somewhere.

But I haven't dared get into them. Even without them Research seems to prove conclusively that we've all exceeded our 24-hours-a-day quota by nearly 200%.

I don't know how we get away with it.

If I did I'd be a Research Expert.



HOW do we get away with only 69 hours? . . . "If I knew, I'd be a research expert."

SALES MANAGEMENT

## Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### NEW REPRINTS

222—Experts Pick Best Test Markets by Regions and 5 Population Groups. (Price 25c)

221—A Portfolio of Sales Control Forms. (Price 50c)

220—The Vital Spark in Effective Selling: Creative Thinking, by Alex F. Osborn. (Price 5c)

219—Don't Hire a Salesman—Hire a Man & Wife Team, by Robert F. Browne. (Price 10c)

218—Basic Reference Sources in the Field of Sales & Advertising. (Price 25c)

217—How to Keep Sales Bulletins Out of Hotel Waste Baskets, by Herbert W. Green. (Price 10c)

216—When the Dealer Says "I'm All Stocked Up," by W. C. Dorr. (Price 10c)

215—A Time-Saver List of Sources for Maps for Sales Executives. (Price 50c)

214—What Does It Cost to Operate A Salesman's Car Today? by R. E. Runzheimer. (Price 25c)

213—Cost of Keeping Salesmen in the Field Rises 12-13% Since 1947. (Price 10c)

212—Who Killed Waltham? by Lawrence M. Hughes. (Price 25c)

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Jurashek. (Price 10c)

210—A Portfolio on Point-of-Sale Merchandising. (Price 50c)

### MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

How Good Is the Sales Management Survey of Buying Power?, by Jay M. Gould. (Price 10c)

The Survey of Buying Power Versus the Census on Population, by Jay M. Gould. (Price 10c)

Gifts and Entertainment—Are They "Necessary Evils" in Selling?, by Lester B. Colby. (Price 10c)

DECEMBER 15, 1950

## WORCESTER places 4<sup>th</sup> in Food Sales



WORCESTER'S  
WONDROUS TWINS

### 1. high buying power

A glance at Worcester's annual grocery bill is appetizing proof, to media men, of the high buying power of this major Central New England Market. The November 10th issue of Sales Management places Worcester 4th nationally in food sales in the 100,000 to 250,000 population group. With a total of \$135,217,000 in 1949, Worcester grocery stores increased their sales 136% over their total sales for 1939. Evidence that Worcester deserves your vote as THE major Central New England Market is its position as the 3rd food market in New England.



### 2. intensive newspaper coverage

The prize-winning recipe for successful sales of your food product in this active market, is consistent advertising in the Worcester Telegram-Gazette.

Daily circulation in excess of 145,000.  
Sunday over 100,000.



## The TELEGRAM-GAZETTE WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG



"beneficial to advertisers,"

says E. Ross Gamble,

Leo Burnett Co., Inc., Advertising,

about the daily food page

in The New York Times

Are you using it to give your food sales a profitable boost in New York? Get all the facts today.



SODA FOUNTAIN operators were missing profit-making opportunities so that's . . .

## Why Four Manufacturers Teach Management at "Sundae School"

Soda fountain sales on the West Coast were slipping behind the fabulous growth of that region. Why? Lack of merchandising skill. So four big-name suppliers have pooled their ideas into a training plan: Western Fountain Institute.

Four suppliers who sell to soda fountain operations, last year faced the fact that their customers, with few exceptions, lacked merchandising and selling skill.

To the casual consumer of milk shakes and spectacular concoctions, the soda fountain may look like a lush industry, but those who manufacture for it see a different picture. Deficiencies which stand out on cold analysis, they tell us, are poor and spotty merchandising and complete lack of standardization. "Why, you can go into fountains all over California and order a hand-made Coke and you won't get two the same," says Harry H. Garwood, sales engineer, Pacific Division of The Liquid Carbonic Corp., who was primarily responsible for the establishment of a "Sundae School" to remedy these

deficiencies in fountain procedure.

This lack of uniformity in the preparation of America's favorite liquid beverage and other refreshments is one symptom of what ails the fountain. Another is that ice cream sales, the foundation of a successful fountain operation in this land of wine and money, have not increased in proportion to California's expanding population. Soda fountains have failed to merchandise their services, suppliers say.

That was the diagnosis. The remedy looked like a formidable task for any one manufacturer, for it was plain that operators and personnel of "the modern oasis" or present-day soda fountain needed training in everything from fundamentals to fold-ers of preparation and promotion.

The Western Fountain Institute

was launched in San Francisco last spring after almost a year's successful operation in Los Angeles where it was originated. Sponsors are, in addition to The Liquid Carbonic Corp., Carnation Co., Lyons-Magnus, Inc., and The Coca-Cola Company. These four share expenses equally. Each is responsible for that portion of the program dealing with his field. The teaching staff of the "clinic" (or "sundae school," as students promptly dubbed it) is drawn from the upper reaches of the sales personnel of the participating companies.

The project runs continuously in Los Angeles and San Francisco in one-night courses held once a week. The Liquid Carbonic Corp. puts space in its headquarters in the two cities at the disposal of the Institute, and a completely equipped model fountain has been set up in each one for the practical work in the course.

The course lasts three hours—8:00 to 11:00 P.M.

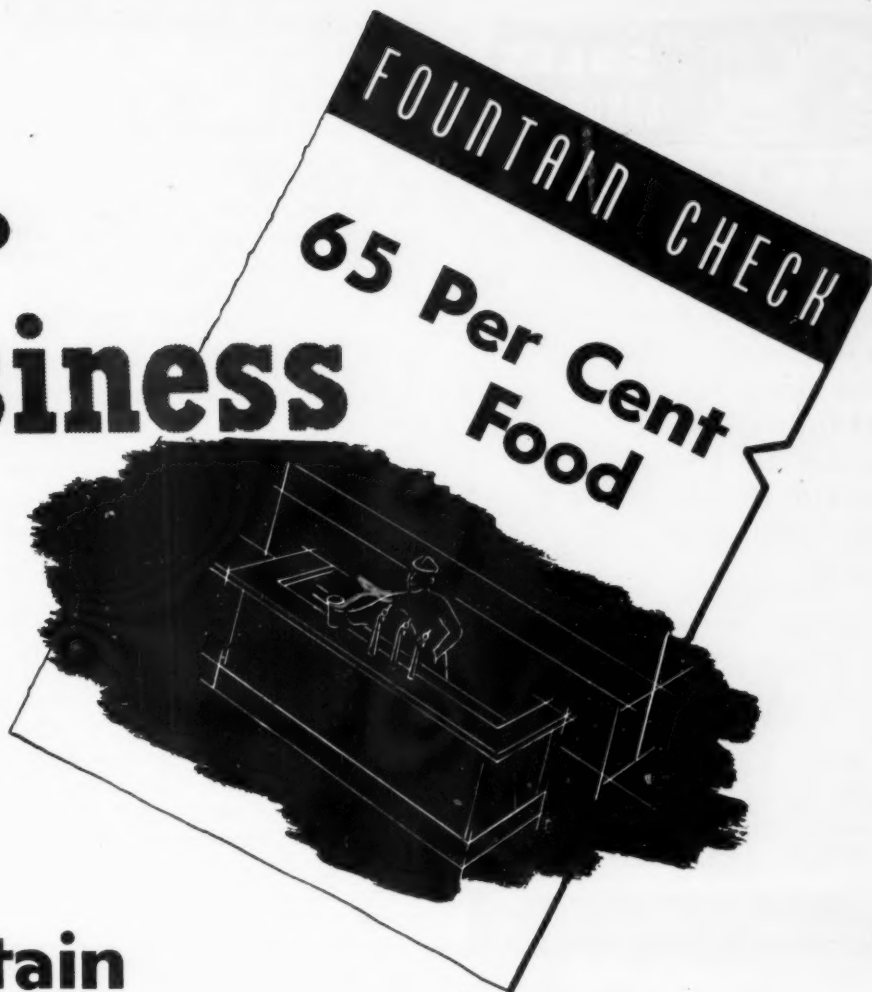
The one now being held each Wednesday in San Francisco has an average of 40 fountain owners, managers and leading personnel taking the course. Mr. Garwood introduces the program and explains its theme: "Ways and Means of Increasing

SALES MANAGEMENT



# Fountain Food Sales Run Up Into Big Business

Average daily services have increased 48 per cent in the fountain during the last 10 years and food has been a big factor in that increase.



## Food Facts in the Fountain

- Over 67 per cent of the more than 100,000 fountains in the United States serve food.
- Over 50 per cent of the customers in today's fountains go there to eat.
- Three meals a day are served in a majority of fountains—breakfast, lunch and dinner.
- FOUNTAIN SERVICE is the only publication that covers all types of fountain outlets—30,000 of the top operations in independent and chain drug, variety, luncheonette, confectionery, etc.
- Specify FOUNTAIN SERVICE in your advertising plan—this market pays dividends.

Send for "Do You Want More Business?"  
A survey of Food Sales in the Fountain

## FOUNTAIN SERVICE

386 Fourth Avenue, New York 16, N. Y.

Western Office  
333 No. Michigan Ave.  
Chicago 1, Ill.

New England Office  
376 Boylston St.  
Boston 16, Mass.

Pacific Coast  
Richard Reilton Co.  
Monadnock Building  
San Francisco 5, Cal.



### BILL BROTHERS Publications:

PREMIUM PRACTICE & BUSINESS PROMOTION

RUG PROFITS • TIRES SERVICE STATION

In Merchandising, FOUNTAIN SERVICE

YANKEE FOOD MERCHANT

In Marketing, SALES, MANAGEMENT

GROCER-GRAPHIC

In Industry, INDIA RUBBER WORLD

DECEMBER 15, 1950



•This is it! Something brand new that you should include in your "select" premium planning. Actually, two toys combined in one swell package of fun. You must see "Hoppity" in action to appreciate its full play value and appeal.



Write Dept. C for samples and full details.

EAGLE RUBBER CO., INC. Ashland, Ohio



One-Paper Coverage of the

**Big 4<sup>th</sup> MARKET IN MASSACHUSETTS**

A WHALE OF A MARKET! ...

IN MASSACHUSETTS  
**The Standard Times**  
NEW BEDFORD, MASS.

"The Nation's Best-Read Newspaper"  
Represented nationally by Gilman, Nicoll and Ruthman, New York, Boston, Chicago, Philadelphia, Los Angeles, San Francisco.

Soda Fountain Sales and Profits." Charles Brown, of the Carnation Co., gives a 20-minute talk on "Fountain Fundamentals." Fundamentals include a demonstration of "fountain tools" and how to use them to make, not break, the fountain. Example: "Ice cream scoops and spades will make or break you in ice cream dispensing. Keep them sharp; don't mash the ice cream down. It takes all the air out of it and that knocks the goodness out, too. If you have at your fountain any Tarzans or Amazons who insist on cramming the cartons, send them to the local gym for their exercise."

For the next 15 minutes Rudy Severin, from Lyons-Magnus, Inc., explains "Syrups and Toppings," and discusses the role of flavor in the merchandising picture and how judicious exploitation of flavor builds consumption and profits.

### "The Modern Oasis"

Harry Arend of The Coca-Cola Company takes on from there and from 8:45 to 9:20 he discusses the use and handling of soda fountain equipment for making carbonated water. The Coca-Cola Company invented the description "The Modern Oasis" for the soda fountain and that is the title of a film with which the first part of the course closes. The film covers the total operation of the fountain ABC's from cleanliness and proper attire and behavior of dispensers to techniques of making and serving. This ends the theoretical part of the program.

After a 15-minute recess during which the class relaxes over Cokes and root beer on the house, the practical part of the course begins. As Mr. Garwood tells the class, "this is the You-Eat-It part of our program."

Promptly at 9:35, Carnation's Mr. Brown and Lyons-Magnus' Mr. Severin step forward as a team to demonstrate "Make-up and cost of Fountain Items." Ten items are the subject of this lesson which runs for 55 minutes, each item being made up in six different types of service ware. The 10 items are malt and milk shakes, the sundae, soda, banana split, parfait, frappe, super-sundae, root beer float, fruit freeze and spooning ice cream. Procedures are covered thoroughly, both from the point of view of make-up ingredient formulas and cost.

For example, there is emphasis on pre-cooling milk for the shake: "More air can get into it than into room temperature milk. Aeration makes the shake better in quality, volume and flavor. Air's cheap—so use it." One



"It's terrible the books a concern has to keep these days!"

of the facts students learn is that six ounces of refrigerated or pre-cooled milk whips up to make 12 to 14 ounces of milk. Six ounces of room temperature milk, on the other hand, remains six ounces no matter how hard it's beaten.

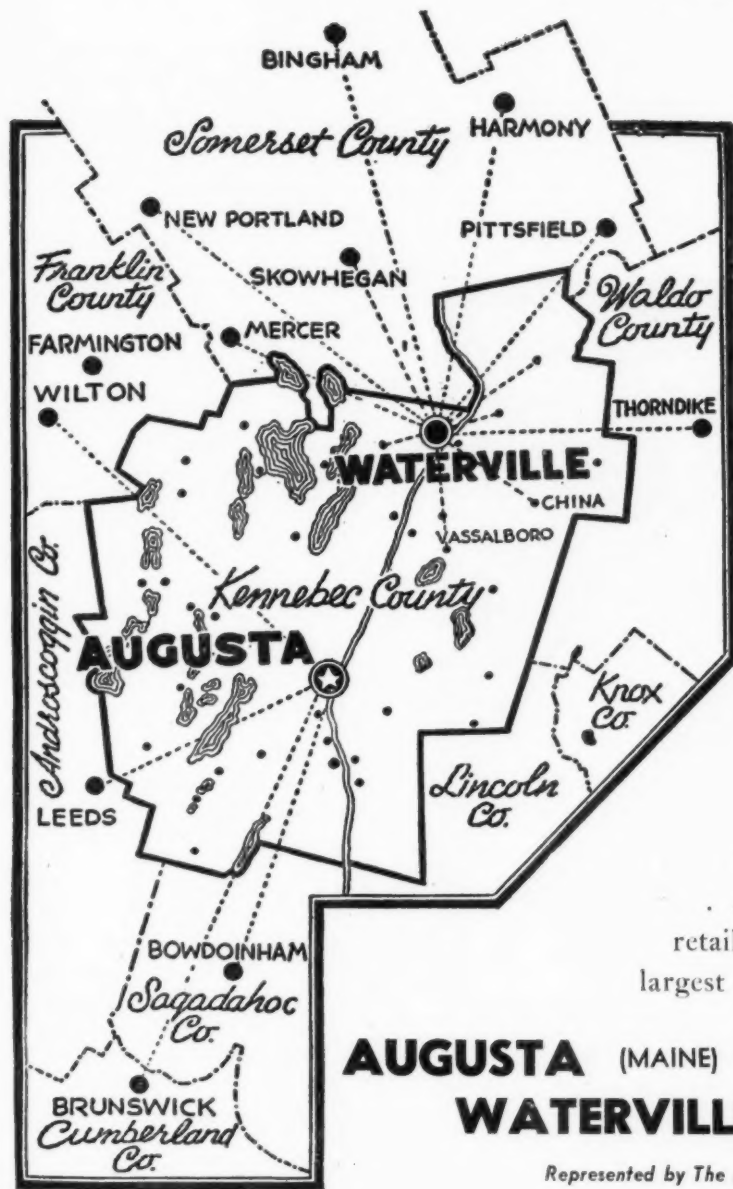
After each item is put together, the cost of the ingredients is itemized on a blackboard and then analyzed as to gross profits based on various selling prices. Operators begin to see where and how some of their profits are leaking and how to remedy the leaks.

An important phase of this part of the program is the creation of novelty items for merchandising the fountain or, equally as good, the revival of old favorites in a new guise (as for example the parfait and the frappe which currently are staging a fountain come-back)—both introduced to create consumer interest in the fountain.

As an example of the former, prior

*If You Sell Like We Sell*

**You're SELLING!**



Food, general merchandise, drug, and furniture-household-radio sales are *all* above the U. S. family average in the Augusta - Waterville market. What's your score in this market?

For best results team up with Augusta-Waterville's star salesmen . . . the Kennebec Journal and Waterville Sentinel. They do an outstanding selling job. They cover the market completely. No other advertising medium can begin to match their coverage—their selling power and influence—in this area.

Your advertising in these papers reaches more than 29,000 homes in the Golden Kennebec Valley market . . . where income totals \$123,550,000, retail sales \$85,036,000. One of Maine's largest sales areas.

**AUGUSTA (MAINE) KENNEBEC JOURNAL**  
**WATERVILLE (MAINE) SENTINEL**

*Represented by The Julius Mathews Special Agency, Inc.*

to the Fourth of July, a "Star-Spangled Sundae" was an object lesson in "putting merchandising into the thing." Another lesson was a children's ice cream special. This consisted of a small saucer with a foamy ring of whipped cream into which a filled ice cream cone was set at an angle, peak of the cone up. Two raisin eyes, a cherry nose on the blob of ice cream—yes, you have it—a clown. One fountain that put this little stunt in operation sold in a short time over 100 gallons of ice

cream for this children's item alone.

#### **Merchandising "Don'ts"**

Another example of good merchandising is pie à la mode. A piece of pie with a serving of ice cream, students are reminded, is America's favorite dessert. Is it merchandised? Quite the contrary. With movie-comic contortions a demonstration is staged: A mouth-watering fountain customer avid for the flavor thrill of melting ice cream mingled with crispy pie crust and gooey apple filling goes

through the frustrating motions of chasing an icy ball of ice cream over his dish and only mashing up the defenceless pie in the process. By contrast, the fountain operator with a mind for merchandising lovingly puts thin ribbons of ice cream on top of the pie. Does he use more ice cream? Most likely less—but it looks like twice as much. And the whole thing melts in your mouth.

Fancy showmanship goes into the final 10-minute period during which Mr. Garwood shows the class how



to wash a glass, communicating the startling information that carbonated water served in a clean glass never reveals a bubble. Those fascinating bubbles, the embarrassed students learn, arise when a fine butterfat film remains on the inside of the glass. A glass washed thoroughly with a detergent solution and thoroughly rinsed and air-dried, makes carbonated water look like spring water. One wonders about champagne.

Refreshments and a question period and the evening.

Attendance at the "Sundae School"

is by personal invitation and it is selective. Names are drawn mainly from customer and prospect lists of the sponsors and other suppliers, such as ice cream companies. Signed invitations are presented at the door.

Two rules of the Institute are firmly kept: no brands, either of the sponsors or others, are played up. There is no selling. A point emphasized over and over is that the course is non-commercial, an educational venture only.

If any question of brands is raised during the sessions by a participant,

it is ruled out with a refusal to answer. "Give your customers quality," is the only caution.

A lot of milk is used in class work and milk cartons are prominent on the fountain counter. They are not the cartons of the dairy sponsor of the Institute, Carnation Co., but of some other company.

Materials and ingredients for class work are contributed by the sponsors, but no brand names are in evidence. Other material used, such as paper service, are donated by several leading companies interested in the success of the project.

So determined are the sponsors to keep the Western Fountain Institute purely an educational project, the one object of which is to get fountains to serve the public better, with greater profit to themselves, that they have not even attempted to trade sales or individual selling advantage to it. They figure that if they can help their customers, the fountain operators, to do a better all-around job for themselves, they'll be in the market for more of their goods.

#### Trade's Reaction

Response from the trade has been more than gratifying. They travel a hundred or more miles in some instances to attend the sessions, and thousands of operators have already participated both in the Los Angeles and the San Francisco courses. When there is a sufficient demand, the Institute goes on the road to put on one-night clinics. Clinics have been held in San Diego, San Bernardino, Santa Barbara in the South. In Northern California, Santa Rosa has had a clinic and one is being prepared for Fresno as this is written.

Seven leading ice cream companies in the Fresno area got together to help bring the clinic to town, and the ice cream men in turn are getting support from paper goods, coffee and other fountain suppliers. The Fresno High School, which seats 1,500, has been reserved for the event. Printed invitation forms, with space for names of the inviter and the invitee, are supplied by the hundreds by Institute sponsors to various cooperating businesses.

In addition to merchandising techniques and an understanding of cost factors entering into profits, the Institute hopes to impart to fountain operators and their personnel a sense of the importance of the fountain and, through their increased self-respect, raise the prestige of the fountain in the eyes of the public. "We want to eliminate the term soda jerk," Mr. Garwood points out.

A survey among pupils of educa-

ALL BUSINESS IS LOCAL • ALL BUSINESS IS L  
 BUSINESS IS LOCAL • ALL BUSINESS IS LOCAL •  
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 ALL BUSINESS IS LOCAL • ALL BUSINESS IS L  
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 LOCAL • ALL BUSINESS IS LOCAL • ALL BUS


## In Akron-

### Only one newspaper influences local business

Summit County which includes Akron, Barberton and Cuyahoga Falls, has a 1950 population of 407,981. This single county constitutes the greater part of the compact Akron Market.

Here is a rich county, individual in its interests, population characteristics, industries and buying and living patterns.

Here is a rich county where all buyers are united in their newspaper reading habits. The Akron Beacon Journal's 100% coverage of Summit County proves this to be a fact.



## AKRON BEACON JOURNAL

John S. Knight, Publisher — Story, Brooks & Finley, Rep.

tional institutions concerning prospective careers showed that the last thing any of them wanted to do was to work in a soda fountain. In an attempt to reach future fountaineers (or whatever they may ultimately be called), the Institute invites graduating classes of pharmacists and graduating classes of high school students for one-night courses. They are also experimenting with invitations to Board of Health personnel, principals of high schools, and food handlers.

Success of the enterprise, its sponsors believe, can be measured by enthusiastic comments and letters from operators who have improved their fountain merchandising and have increased their profits by attending.

Says Mr. Garwood of Liquid Carbonic Corp.: "We've never tied one sale directly to the school, but that's not the point. Many operator's as a result of the course, are operating their businesses more profitably.

Rudy Severin of Lyons-Magnus, Inc., adds: "We've been surprised and gratified by the widespread in-

Price Lovelady, merchandising manager of the Carnation Co. (Fresh Milk and Ice Cream Division); Clarence Ganschow, Southern California Division manager, Lyons-Mangus, Inc. (flavors and syrups); Julius Trist, district sales manager, The Coca-Cola Company; and Jack Connell, commercial merchandising manager, Los Angeles branch of Frigidaire Division, General Motors Corp. Frigidaire took part in the original Los Angeles Institute program.

Mr. Reynolds admits he was inspired by George W. Hennerich's

(managing director of the Ice Cream Merchandising Institute, Washington D. C.) hard hitting ice cream merchandising program, put on for the International Institute of Ice Cream Manufacturers. Mr. Hennerich hits the top sales and merchandising men of the ice cream industry—and the course costs hard cash. Mr. Reynolds thought the fountain folk who are across the chrome counter from the public should have the merchandising ideas brought down to the level where they ring the cash registers. And that is what is being done in this California experiment.

"Initiative cannot be taught in any school or by any course of study. It can be developed in only one way: by getting into a job that demands initiative and then checking up on oneself every day to determine whether one is living up to the opportunities that his position offers."

**"Successful Salesmanship"**  
by Paul W. Ivey

terest and appreciation of the fountain trade in this experiment."

All sponsors agree that a need is being met saleswise they will benefit to the extent that their customers are benefiting—all of which is a long way from the dog-eat-dog brand of competition.—It is an interesting illustration of long-range, low-pressure selling by indirection on an unusual cooperative basis by leading manufacturers in an industry.

Credit for the idea goes to Ed Reynolds, sales manager of the Pacific Division of The Liquid Carbonic Corp., manufacturer of soda fountain luncheonette equipment, who hashed it out in discussion with four other promotion-minded businessmen:

DECEMBER 15, 1950

# Quad-Cities

Rock Island, Moline, East Moline, Ill. — Davenport, Ia.

**This Progressive Metropolitan Area  
Ranks 5th IN THE NATION in Effective  
Buying Income per Capita**

Quad-Cities' metropolitan area is a high income market with a Total Effective Buying Income Per Capita of \$1,790 — 5th highest in the nation. Total Effective Buying Income Per Family is \$5,718 — 9th highest in the nation. (1949 Sales Management estimates for 184 Metropolitan County Areas)

This great buying power adds up to Total Retail Sales of \$246,605,000 — OVER HALF (51%) sold on the ILLINOIS side of this volume market. (1948 U. S. Business Census)



Only the Argus-Dispatch newspaper cover the ILLINOIS side where 57% of Quad-Cities' 233,012\* population live.

\*Preliminary estimates, 1950 Census Metropolitan County.

Nat'l Representative: THE ALLEN KLAPP CO., New York, Chicago, Detroit

**ROCK ISLAND ARGUS  
and MOLINE DISPATCH**

... the newspapers that cover the ILLINOIS side of the Quad-Cities

# ...why Capper's Farmer knows the **BIGGEST BUYERS BEST!**

**F**irst, who *are* the biggest buyers? Rural families—the ones who live beyond big city ties. Year after year, they account for more than half of America's dollar sales.

Who knows them best? Well, if you take the number of contacts and *closeness* of contacts, consider this:

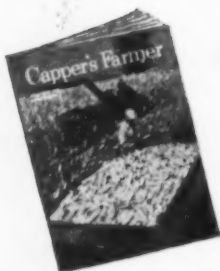
Capper Publications is America's largest rural publisher. It has the largest rural circulation. It has the most rural publications. It has the biggest rural staff.

We repeat *rural* for a reason: no Capper magazine is the offshoot of big-city publishing—not one! All the staff, all the facilities of Capper Publications are directed at one goal—KNOW RURAL AMERICA.

*This is the organization behind Capper's Farmer—just one of the Big Ten Capper's Farmer advantages.*

## Capper's Farmer

Topeka, Kansas

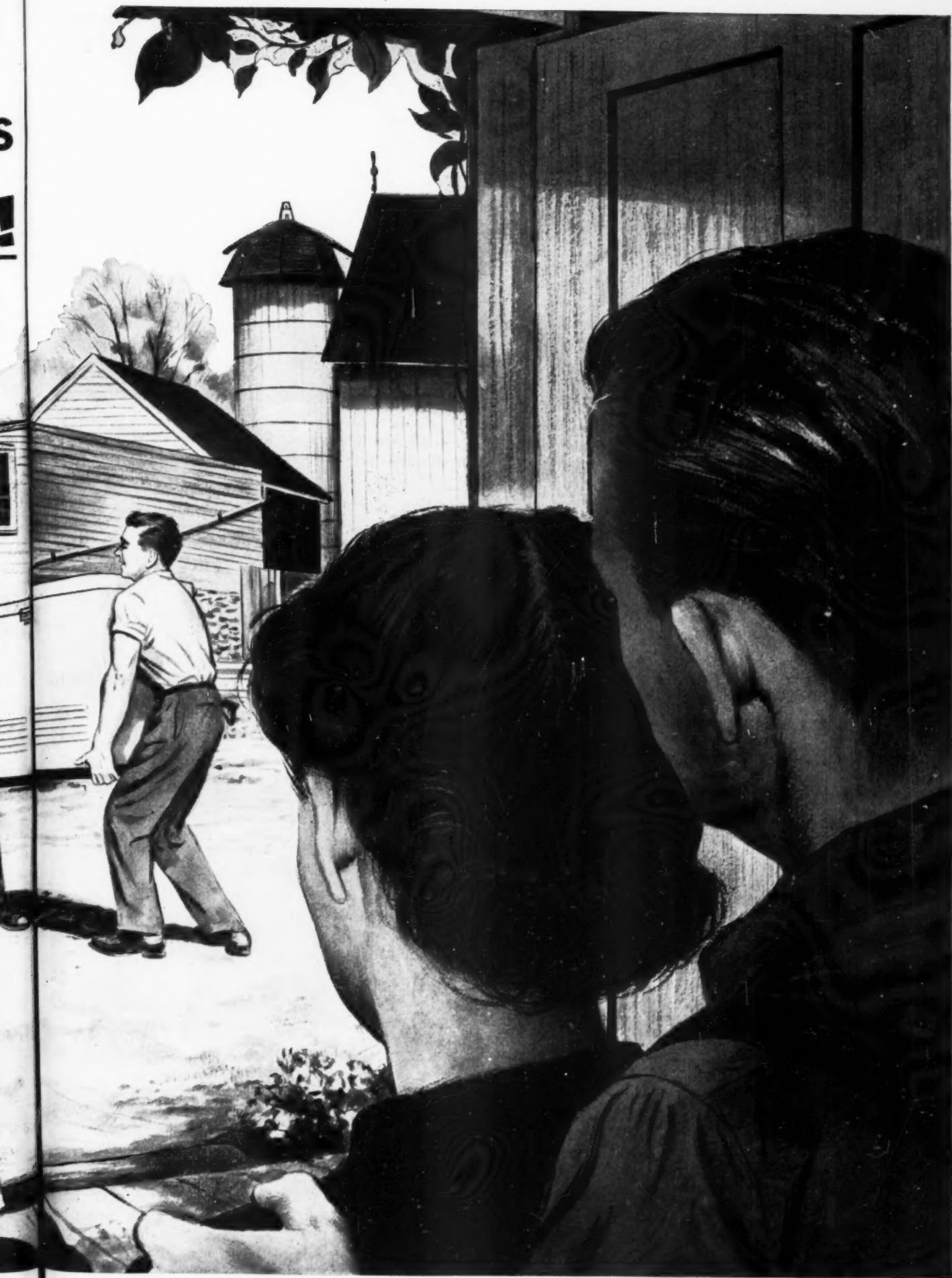


### the Big 10

1. Largest rural publisher in America
2. Richest farm market in the world
3. Best coverage buy
4. Quality circulation
5. No mass small town circulation
6. Farm-tested editorial material
7. Reader confidence
8. Merchandised editorial content
9. Market dominated by farmers
10. Most quoted farm magazine







Salesman _____		DAILY PROGRESS CHART																				Date _____			
ACCOUNT	AGENCY	PERSON TO SEE	TYPE	FACILITIES NOW USED - STATIONS PRESENTED																REMARKS					
				KHQR	KRR	ESL	WAPI	WBBM	WBT	WGBS	WCCO	WEEI	WRYA	WTOP	CPH	WCAU	KCBS								
			AM																						
			TV																						
			PM																						
			TV																						
			PM																						
			TV																						
			PM																						

DAILY REPORTS, easily made out by hand, flow in from salesmen to headquarters where data are placed on Kardex cards (below), providing the sales manager with a convenient way to review progress on each account from coast-to-coast. A tip frequently helps other sales areas secure orders.

## What Kind of Sales Control System In Selling Intangibles?

In the fast-moving business of selling spot radio and TV time, daily reports are the foundation of CBS' sales control system. Sales presentations are up 100%, billings exceed national average, records become sales tools.

When you turn part of your sales effort over to an agency it's perfectly human to wonder if the agent's salesmen are presenting your products as often as you feel they should.

And when an agency operates nation-wide through district sales offices the home office sales management needs a daily picture of its salesmen's problems and progress, especially in a fast-moving business such as radio and television time sales.

It's a situation that obviously calls for a sales control system providing the kind of daily reports you can get salesmen to make out, and the kind that readily can be tabulated into weekly and monthly summaries as part of a creative sales effort.

C-O Stations and Radio Sales of the Columbia Broadcasting System, Inc., an unusual type of sales agency for Radio and TV time, has had two and one-half year's experience with a sales control system that merits at-

tention by sellers of both intangibles and tangibles.

"Radio Sales," as this CBS spot time and talent selling organization is known, is a slight misnomer. It sells radio time (for seven CBS-owned AM and six CBS-affiliated stations), time for the Columbia Pacific Network (14 AM stations), six CBS-affiliated TV stations plus WCBS-TV in New York. In addition, Radio Sales markets such package shows as the Gene Autry movies to all TV stations.

The little infant, Radio Sales, founded in 1931 to sell non-network time, has grown into a hefty youngster requiring 30 salesmen in New York, Chicago, Detroit, Memphis, Los Angeles, and San Francisco. Billings exceed \$10,000,000 a year.

Radio Sales clients primarily are sales managers of the 20 AM and TV stations represented. Each client sales manager wants the same thing: to

have Radio Sales make more calls on behalf of his own station.

If you sell your product through industrial mill supply houses, you'll appreciate the sales management problem that faces Radio Sales. The mill supply sales manager has the delicate problem of keeping peace in the family by splitting sales time fairly—and convincing his manufacturing sources that he does.

It helps if you can cite figures. Radio Sales can do just that now.

So far this year, each of the 30

LOS ANGELES DEPARTMENT STORES PLACE  
MORE ADVERTISING IN THE TIMES THAN  
IN ANY OTHER TWO LOS ANGELES NEWSPAPERS

# to step up sales in America's 3<sup>rd</sup> market

For the first ten months of 1950, the Los Angeles Times published 8,108,653 lines of department store advertising. This is 41.9% of the field and, by far, exceeds the department store lineage of the next two Los Angeles newspapers combined. Additionally, The Times has overwhelming leadership in Total Advertising, Total Retail, Total General, and Classified advertising.

(Source: Media Records.)

Latest national figures from Media Records (first nine months of 1950) show the Los Angeles Times as the leading morning daily newspaper in the United States in department store advertising. The significance of this dominance lies in the fact that department stores traditionally place their ads in the newspaper that moves most merchandise quickly and profitably.

LOS ANGELES *Times*

REPRESENTED BY CRESMER AND WOODWARD,  
NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO  
DECEMBER 15, 1950



BLOOMINGTON  
McLEAN COUNTY  
CENTRAL ILLINOIS

*the*  
**Pantagraph**  
*Reaches*  
**130,000**  
in this  
*Rich Trade Area*

**McLEAN COUNTY—\$122,-102,000 total annual spendable income. Annual sales \$73,432,000. Food \$16,623,000; General Merchandise \$6,520,000; Drugs \$1,831,000; Furniture, Household and Radio \$3,550,000.\***

\*Copr. 1950. Sales Management Survey of Buying Power; further reproduction not licensed.

they come to town from miles around to buy products advertised in...

*the*  
**Pantagraph**  
BLOOMINGTON, ILLINOIS  
Central Illinois' Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman

**TEST**  
*Metropolitan*  
**NEW YORK**  
FOR  
**PEANUTS**



Send or call for the complete bulletin  
"Metropolitan New York Test Market No. One"

Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing BAYONNE, for only 9 cents a line... just peanuts compared with any other media giving the complete, concentrated coverage of

**THE BAYONNE TIMES**  
BOGNER & MARTIN, representatives  
295 Madison Ave., N. Y. • 435 N. Michigan Ave., Chicago

Radio Sales salesman has "mentioned" 3.1 radio or television client stations on each of his calls (an average of five a day). Before Radio Sales put in its sales control system the average number of stations mentioned per call was only 1.5.

A radio or television station "mention," it should be pointed out, is counted only if there is a presentation or discussion of the merits of that station and its market.

With Radio Sales salesman presenting more of their client stations on each call, what has happened to sales?

In 1949 Radio Sales billings were up, from 1948, a total of 79% more than the national average.

Many factors, of course, contribute to a rise or fall in billings. Doubling the number of station presentations per call obviously has helped. In time there is usually a cumulative effect when salesmen sell the line, and not just their favorite.

### The Pay-off

"There is no doubt," points out Fay Day, assistant research manager of Radio Sales, who set up the control system, that the daily call reports and the weekly and monthly summaries obtained from them are responsible for additional business." A tip from one sales office—passed on to Radio Sales headquarters in New York the same day it's picked up—frequently will help another Radio Sales branch office to obtain new business. At other times, because of daily reports, Radio Sales is able to switch business from other stations to Radio Sales stations. And an occasional cancellation is averted.

The Radio Sales control system is quite simple. It gathers in one place all information which previously had been collected piecemeal, and sometimes too late to help produce sales.

Heart of the system is a Remington Rand Kardex file, operated in New York by three clerks. Similar files are maintained in each branch office. The file contains the following information for each prospective product account:

1. Name of company and product.
2. Agency (Radio Sales salesman are assigned by agencies, not products or companies.)
3. Salesman assigned to account.
4. Names and titles of contacts in both companies and agencies.
5. Coverage required by product: national or regional.
6. Radio Sales markets in which product is distributed.
7. Month of last call within past year.

8. Month (within past year) in which account last used any Radio Sales facilities.

9. Radio Sales station now used.

10. Markets where account is not using the Radio Sales facility but is on the competition.

11. Dollar volume by months by station with percent change in the total from last year.

12. Dollar volume by year to date with percent change in the total from last year.

13. Spot radio expenditures in Radio Sales markets and percent being spent with Radio Sales.

14. Spot television expenditures in Radio Sales television markets and percent being spent with Radio Sales.

Highlights of this information are brought out to the index edge of the card through the familiar Kardex colored tabs which help the sales executive to spot at a glance strengths and weaknesses. The yellow tab, for example, indicates the last month in which a Radio Sales salesman called on the account; the green tab denotes that the prospect is using a Radio Sales station, and the red tab denotes that a competitive station is being used.

The three clerks gather information for the central Kardex file from daily reports and contracts.

### How It Works

Each day each of the 30 Radio Sales salesman fills out and sends to New York his "Daily Progress Report." On it he lists the account called on, the agency, person seen, his title, type of call (phone or in person), and stations presented (indicating whether station is now used or only a prospect). And of course there's space for remarks, salesmen frequently requesting or suggesting help from Radio Sales research, promotion, or program departments.

Weekly and monthly summaries are prepared from these daily reports. They provide one more tool—a statistical one—to help Radio Sales management to judge the efficiency of their district managers and their account executives (salesmen).

In time Radio Sales expects that it can establish some ratio of number of calls to new orders and to net billings.

Radio Sales likes its Kardex Sales Control System. It's playing its part in upping sales—above the industry average. And the number of Radio Sales stations presented on each sales call is up 100%.



**American  
KITCHENS**

A time and work saving investment

JULY 1951							AUGUST						
SUN.	MON.	TUES.	WED.	THURS.	FRI.	SAT.	SUN.	MON.	TUES.	WED.	THURS.	FRI.	SAT.
1	2	3	4	5	6	7	1	2	3	4			
8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30	31	

A kitchen perfect for you

EVERYTIME housewives turn the two-month calendar page they see a new American Kitchen idea. They can plan their own with the kitchen planning guide on the last page.

## Wish You Had Done More With Your '51 Calendar?

You'll find useful ideas for tying your 1952 calendar program more closely to your product in the natural way which American Kitchens has found to be so popular with dealers.

In the fall of 1947, an artist on the advertising staff of American Central Division-Avco Manufacturing Corp., Connersville, Ind., turned over 12 pieces of airbrush color art to the advertising manager, Charles A.

Reinbolt, Jr., for use in a forthcoming catalog.

Each piece of art was a scale rendition of the company product, American Kitchens. Accompanying the art work was an individual floor plan

DECEMBER 15, 1950

## the TOUR TEST

*proves*

**KGW THE ONLY  
STATION WHICH GIVES  
THE ADVERTISER COM-  
PREHENSIVE COVER-  
AGE...in the OREGON  
MARKET**



The greatest electrical power potential in the nation, favorable building sites and a skilled labor supply have attracted hundreds of new industries to the KGW market area since World War II. Typical is Vancouver, Washington, effectively blanketed by KGW's COMPREHENSIVE COVERAGE through the greater efficiency of KGW's lower 620 frequency. This has been proven by an authentic Tour-Test, made in cooperation with the Oregon State Motor Association, on a car radio, and witnessed by A. R. Nieman, president of Vancouver's Chamber of Commerce. Depend for delivery of this rich area on the COMPREHENSIVE COVERAGE of KGW.

### BROADCAST MEASUREMENT BUREAU SURVEYS PROVE KGW's LEADERSHIP

Actual engineering tests have proved that KGW's efficient 620 frequency provides a greater coverage area and reaches more radio families than any other Portland radio station regardless of power. BMB surveys bear out this fact. KGW is beamed to cover the population concentration of Oregon's Willamette Valley and Southwestern Washington.

#### TOTAL BMB FAMILIES (From 1949 BMB Survey)

DAYTIME	
KGW .....	350,030
Station B .....	337,330
Station C .....	295,470
Station D .....	192,630
NIGHTTIME	
KGW .....	367,370
Station B .....	350,820
Station C .....	307,970
Station D .....	205,440



**PORTLAND, OREGON  
ON THE EFFICIENT 620 FREQUENCY**

REPRESENTED NATIONALLY  
BY EDWARD PETRY & CO.



**5 TIMES AS MANY  
KNOW WHERE TO BUY**  
nationally advertised products when dealer signs are used.\*\*



**Dealer Signs  
INCREASE SALES 14.6%\*\***



**Dealer Signs  
MAKE NATIONAL ADVERTISING  
5 TIMES AS EFFECTIVE\*\***



**Artkraft<sup>®</sup>  
DEALER SIGNS**  
are 999/1000 perfect\*\*—denote quality, establish customer confidence—are the choice of leading merchandisers.

**Artkraft<sup>®</sup> SIGN COMPANY**  
Division of Artkraft<sup>®</sup> Manufacturing Corp. LIMA, OHIO

1137 E. KIBBY STREET

Please send, without obligation, details on Artkraft<sup>®</sup> signs.  
 { } We are interested in a quantity of outdoor neon dealer signs.  
 { } We are interested in a quantity of Porcel-M-Bos'd store front signs.  
 { } Please send instructions on how to set up a successful dealer sign program.

NAME \_\_\_\_\_  
FIRM \_\_\_\_\_  
STREET \_\_\_\_\_ CITY & STATE \_\_\_\_\_



QUALITY PRODUCTS FOR OVER  
A QUARTER CENTURY

Let us prepare without obligation  
a color sketch of a distinctive  
sign to fit your needs.

\*\* Proved by certified research.

\* Trademark Reg. U. S. Pat. Off.

for each kitchen illustrated.

The 12 sets suggested the 12 months of the year and a secondary use for the art. This was the birth of the American Kitchens calendar which has since proved so successful that it has become a regular part of the company program.

Mr. Reinbolt called on American Kitchens dealers and others to find out what they thought of calendars and, if they used them, where they obtained them and how much they cost. He learned that dealers did use calendars and paid as high as 50 to 75 cents for them in some cases. He also learned that most calendars bore no relationship to the articles sold by the dealers. Pin-up art and outdoor scenes seemed to be the most popular.

In 1948 the company worked with a job printer to develop the first calendar which was offered to distributors and dealers for 1949 utilization, as part of the regular sales promotion program.

Cost of the calendar to the company was \$24 per hundred, imprinted with the dealer's name and address. The calendar was made eligible for cooperative assistance, and dealers purchased it at the low cost of \$12 per hundred, imprinted.

In the first year, although the calendar offer was late in getting to the field, almost 100,000 calendars were purchased by dealers. At that time approximately 1,000 dealers were equipped with American Kitchens displays and were purchasing kitchens each month.

#### Details of Co-op

In 1949, because the company had no desire to get into the calendar business, there was no thought of repeating the offer at an increased price, which would have been necessary because of the purchase of original art. However, an arrangement was worked out whereby Forbes Lithograph Mfg. Co. took over the program and furnished the art work, with American Kitchens promoting the program with its dealers.

In the 1950 calendar six pieces of art were utilized so that two months appeared under each illustration. Again, the calendar deal was made eligible for cooperative assistance and the price was maintained at \$12 per hundred, including imprint. Again, approximately 100,000 calendars were sold to dealers. All calendar imprinting and shipping were handled by Forbes.

The 1951 calendar program has been handled entirely by Forbes. American Kitchens furnished original art pieces used in its national ad-

SALES MANAGEMENT



vertising during the year and Forbes designed the calendar, together with an elaborate brochure, for use by American Kitchens distributor salesmen in presenting the offer to dealers. The company sent bulletins to distributors explaining how the program was handled and described it during regional sales conferences with distributors. Orders were sent directly to the Forbes company by the distributors.

Company policy having changed in the meantime, calendars for 1951 could not be offered to dealers on a cooperative basis. Through art and production economies, however, the calendars were offered to dealers at \$16 per hundred, including imprint. Envelopes cost \$2 per hundred extra.

As a stimulus to distributor salesmen, Forbes offered free calendars, imprinted with each salesman's name, as a reward for obtaining certain percentages of dealer sales. If a distributor sold 40% of his dealers on the calendar program, each distributor salesman received 30 imprinted calendars. If 90% of the dealers subscribed, 100 calendars went to each salesman.

### Words That Sell

An important part of each calendar is the sales message it contains.

At the top and bottom of each calendar page is a message from the dealer. In the 1951 calendar a sample page reads (over the dates) "Save over 1,000 steps a day." At the bottom is the message "Call us for kitchen plan suggestions." Because of the way the calendar is folded, the dealer's name, address, and telephone number are always in plain sight.

The last fold of the American Kitchens calendar contains a complete catalog of all the units in the American Kitchens line. On the back cover is a primer on how to plan any kitchen. In the 1950 calendars a scaled floor plan was offered so that the actual kitchen could be laid out and brought to the dealer.

American Kitchens emphasizes that these calendars create good will 12 months of the year at a cost to the dealer of but one and one-half cents a month. The calendars serve as door openers for salesmen and are readily acceptable on the walls of neighboring merchants.

The success formula appears to be a low cost promotional piece which illustrates a product the dealer sells and which bears his imprint, together with an attractive calendar the prospect will use. American Kitchens makes sure that the sales message is ever present.

## South-Southwest's 82% jump in home building one of several strong factors boosting hardware volume

Industrial payrolls are higher, too, and Southern farm income for nine months stands at \$4,699,271,000. Manufacturers of all products sold through hardware dealers should concentrate sales efforts in this valuable market in 1951.



**NEW HOMES** mean new hardware sales . . . and down South home-building has been booming!

Valuation of urban residential construction for this market is up 82% for the first 8 months, 1950, over same period last year. For rest of the U. S. the gain is only 70%.

Exceptionally good hardware business for this market during 1951 is also indicated by other important factors.

Southern and Southwestern industrial expansion continues at a rapid rate with all payrolls rising.

This region's agricultural diversification and farm mechanization program is reaching inspiring proportions—farm income for the first nine months of 1950 has approached

\$5 Billion. In 1951 Southern farm income is expected to go still higher with the removal of production restrictions on cotton and other crops.

**IN LAYING PLANS** for boosting your share of the fast-growing Southern hardware volume, remember this. The market has trade practices and merchandising set-ups that differ greatly from the overall national picture.

If you are to fully capitalize your opportunity—there are 4 distinct groups of hardware outlets you must reach: (1) wholesalers, (2) big city retailers, (3) small-town retailers, and (4) combination hardware farm implement dealers and general stores with big hardware departments.

With 97% of its 10,017 net paid going to these 4 groups exclusively, SOUTHERN HARDWARE is the only business paper which provides the dominant "4-way" coverage needed for cultivating the big 16-state market's full potential. Schedule adequate space now!



## Southern Hardware

806 Peachtree St., N. E. Atlanta 5, Ga.

# Advertising

MEDIA ... AGENCIES ... SERVICES

## Publishers Say "No" To Red Subscribers

From now on, it's going to be tougher for Russia and her satellite friends to bone up on our famous American production know-how.

Publishers of a large group of industrial and commercial publications have decided that it's time to stop sending their publications to Russia and to countries dominated by her.

The decision to stop sending American business publications to Iron Curtain countries resulted from the unanimous acceptance of a resolution introduced by Raymond Coombes, managing editor, *Mechanization*, a monthly publication describing techniques of modern coal mining, at the recent annual convention in New York City of National Business Publications, Inc. The motion was quickly seconded by Granville M. Fillmore, vice-president, Gardner Publications, Inc., (*Modern Machine Shop, Products Finishing*).

Three years ago Mr. Coombes dropped readers in Communist coun-

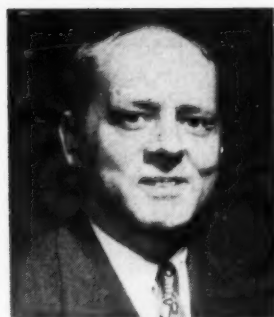
tries from the circulation lists of *Mechanization* and from *Utilization*, a publication dealing with techniques of using solid fuels.

"For years," Mr. Coombes points out, "we had shipped our magazines to the Communist countries. Like other industrial publications, they're full of ideas for doing things better; there's a systematic expression in them of our industrial know-how. We were glad to let the Russians have it and to profit by it; we didn't grudge our material because their system is different."

"But it became clear, after a while, that much more is involved than mere difference of system. The Kremlin has gone off on a world conquering rampage; if we teach them anything, they'll use it against the countries bordering the Kremlin bloc and against us. So, it's time to stop helping them."

"Obviously, the industrial press is full of just the information that Russia can use. There's just no sense in helping them."

Of course, refusal of publishers to



O. A. SAUNDERS, who was former Nestle Co. ad manager, has recently joined Hewitt, Ogilvy, Benson & Mather, Inc., as a v.-pres.

mail won't stop the coveted magazines' reaching Russia. No doubt, there are agents here, both official and otherwise, who will be instructed to pick up copies, and, if necessary, to buy them. But this at least involves trouble and expense. Until just now, there wasn't any.

## Carnival, New Magazine To Bow Next Year

The keel has been laid for a new quarterly magazine — *Carnival* — which is being designed for advertisers wishing to reach selective charge account customers of leading department stores in the nation's key cities. To be launched September 1951, *Carnival* is assured of an initial circulation of approximately 500,000, with the expectation that this figure will increase as the publication gains momentum. Contracts for the magazine will be granted exclusively to only one store in each city area.

The first issue is to contain new fiction by John O'Hara, Michael Arlen and Nathaniel Benchley; personalities by John Crosby; sports by Red Smith; articles by Quentin Reynolds; features by Tex McCrary and Jinx Falkenberg; fashions by Mary Lewis; beauty by Eleanor McVickar; food by Susan Adams.

George O. Walbridge is publisher and John McClain, Hearst columnist, editor. Offices have been established at 714 Fifth Avenue, New York City. Sadler and Sangston Associates, 342 Madison Avenue, New York City, are the advertising representatives. *Carnival* is to be printed on letter-press in the *New Yorker Magazine* format and will have the same mechanical requirements. Advertising rates: Full page (429 lines) will be \$4,000.

*Carnival* will be delivered to the various stores in quantities representing each store's preferred charge list. The particular store distributing the magazine is allotted eight pages in



NEW TEAM at The San Francisco Examiner: George S. Brumback (left), now director of advertising, and Arthur Gilbert (right), retail advertising mgr.



Memphis, already one of the great inland ports of the mid-continent area, is *looking ahead* with the development of a \$50,000,000 harbor project to keep pace with rapid industrial growth and increased river transportation. Approximately 1,100 acres on Presidents Island and 6,000 acres in South Memphis (see photograph) eventually will be at the disposal of new industries requiring both rail and river transportation facilities.

Closing of historic Tennessee Chute with a giant hydraulic fill dam is the first major step completed. This will make available, by June 1, 1951, 200 industrial acres on the Island (well above any flood height of record) with railroad transportation across the dam from Memphis proper. The entire project will form an all-weather, clear water harbor with a NEW water front of more than seven miles for Memphis.

It is estimated that within a ten year period tonnage in and out of the port of Memphis will be increased by 1,000,000 tons annually.

Memphis is proud of its location as hub of a two billion dollar Market area, one of the new industrial centers of the nation. Your Memphis newspapers, with the highest combined daily circulation in their histories (324,442\*), serve the South's greatest market area with most complete coverage and most effective advertising results.

Be sure that Memphis and BOTH Memphis newspapers are on your schedule for 1951.

*\*ABC Publishers' Statement, September 30, 1950*



*Scripps-Howard Newspapers*

**THE COMMERCIAL APPEAL  
MEMPHIS PRESS SCIMITAR**

DECEMBER 15, 1950

109



the center fold to be used for its own promotion and events of local interest. This material is to be under the supervision of the *Carnival* staff.

Seven leading department stores, so far, in as many city market centers have agreed to distribute *Carnival*. This accounts already for 350,000 circulation. The names of these and additional stores, along with the final circulation guarantee, will be announced in January.

### Fashion Fete Launches San Diego Shopping Fest

Snow fell in San Diego, Calif., for the first time in history on November 15. The "phenomenon" took place in the Gold Room of the Grant Hotel where 200 members and guests of the Advertising and Sales Club were met with a hail of surprises during the annual two-hour fashion revue of *The San Diego Union* and *Evening Tribune*.

Produced by Paula Kent, the newspapers' promotion director, the production was a combination fashion show and musical revue created to "kick-off" the city's Christmas shopping season. Nine stores participated in the affair—the only show in San Diego ever to attract major local competitors in one cooperative program.

Although more than \$10,000 in furs and 'round-the-clock fashions were presented, the *piece de resistance* was the introduction of *The San Diego Union* and *Evening Tribune's* 1950 design, the creation being the front page of the newspaper's Christmas Shopping Section. The pages were modeled sandwich-board-fashion by two "Christmas belles."



HIGH POINTS in annual fashion revue of *The San Diego (Calif.) Union* and *Evening Tribune* included Christmas packaging such as cellophane-wrapped Miss California.



JOINING Walter Weir, Inc., as executive vice-president and member of the board of directors, David Echols (right) had been executive vice-president and manager of the New York City office of Grant Advertising, Inc. Mr. Weir (left) says Mr. Echols is to function as a "full-fledged partner", head the service end.

In the finale of the show, formal gowns valued up to \$500 apiece were assembled on the stage; snow was released from the ceiling and the chorus sang a medley of Christmas songs. Then each model opened the Christmas box she was carrying and from it threw snowballs at the audience. Each snowball was tagged with a commercial: "Watch for the Christmas Shopping Sections in *The San Diego Union* and *Evening Tribune*."

### NNPA Elects Central Region Officers

At the recent Central Region Meeting of the National Newspaper Promotion Association, held in the Hotel Lincoln, Indianapolis, Ind., the following new officers were elected: President, Otto Silha, *Minneapolis (Minn.) Star-Tribune*; first vice-president, Fred Howenstine, *Indianapolis (Ind.) Star-Times*; second vice-president, E. H. Burgeson, Madison Newspapers, Inc.; secretary, Joe Lynch, *Grand Rapids (Mich.) Press*.

### Now Ford's Got Chevy Doing It

Ford dealers in Indianapolis, Ind., obviously believe that radio is a lively and effective advertising medium. They're now being credited with bankrolling the largest spot announcement saturation campaign in the history of radio.

To introduce the 1951 Ford, these Hoosier dealers bought approximately 800 spot radio announcements and packed them in 10 days on all four Indianapolis radio stations—WIRE, WISH, WIBC, and WXLW. Spots ran from sign-on through station sign-off. In addition Ford dealers bought a schedule of five-minute newscasts, sponsored six TV spots and a two-hour Thanksgiving show on WFBM-TV. Cost of the campaign: Between \$10,000-\$11,000.

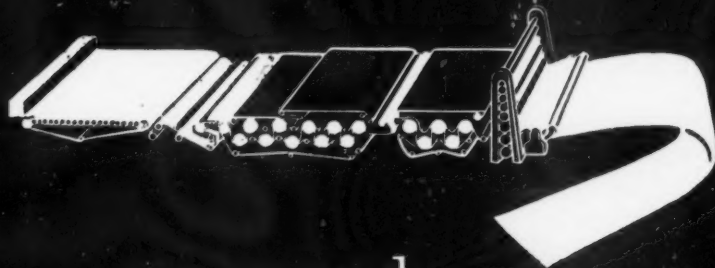
Ford dealers "congratulated us (the radio stations) for sitting down as a group," declares Daniel C. Park, general sales manager of WIRE, "and counselling them in this campaign."

P.S.: Chevy dealers in Indianapolis are following suit.



WILLIAM FREESE, member of *The New York Times* staff for 24 years, newly named European manager of *The Times International Air Edition*.

# Oxford Papers



and

# Oxford Merchants



## HELP BUILD SALES

**I**F YOU JUDGE printed selling by results—in terms of more sales—you'll find Oxford Papers a sound selection for printing by letterpress, offset, lithography or rotogravure.

**For this there are two reasons . . .**

**1.** Each Oxford coated or uncoated grade has a performance record which proves how effectively it has been designed for its particular job.

**2.** The services of your Oxford Paper Merchant bring an added advantage when you use these fine papers. This is his first-hand knowledge of paper, and seasoned experience with printing problems.



Get in touch with the nearest one today, and see for yourself why Oxford Papers and your Oxford Merchant make an ideal combination.

**OXFORD PAPER COMPANY**      **OXFORD MIAMI PAPER COMPANY**  
230 Park Avenue, New York 17, N. Y.      35 East Wacker Drive, Chicago 1, Ill.  
MILLS AT RUMFORD, MAINE, AND WEST CARROLLTON, OHIO

## Nation-wide Service Through Oxford Paper Merchants

Albany, N. Y.	W. H. Smith Paper Corp.
Atlanta, Ga.	Wyant & Sons Paper Co.
Augusta, Maine	Carter, Rice & Co. Corp.
Baltimore, Md.	The Mudge Paper Co.
Bethlehem, Pa.	Wilcox-Walter-Furlong Paper Co.
Boise, Idaho	Blake, Moffitt & Towne
Boston, Mass.	Carter, Rice & Co. Corp.
Buffalo, N. Y.	Franklin-Cowan Paper Co.
Charlotte, N. C.	Caskie Paper Co., Inc.
Chattanooga, Tenn.	The Charlotte Paper Co.
Chicago, Ill.	Bond-Sanders Paper Co.
	Birmingham & Prosser Co.
	Bradner, Smith & Co.
Cincinnati, Ohio	The Whitaker Paper Co.
	The Johnston Paper Co.
	The Whitaker Paper Co.
Cleveland, Ohio	The Cleveland Paper Co.
Columbus, Ohio	Scioto Paper Co.
Dayton, Ohio	Cincinnati Cordage Co.
	The Whitaker Paper Co.
Des Moines, Iowa	Birmingham & Prosser Co.
Detroit, Mich.	Chope Stevens Paper Co.
Fresno, Calif.	Blake, Moffitt & Towne
Hartford, Conn.	Green & Low Paper Co., Inc.
Indianapolis, Ind.	MacCollum Paper Co.
Jacksonville, Fla.	Jacksonville Paper Co.
Kalamazoo, Mich.	Birmingham & Prosser Co.
Kansas City, Mo.	Birmingham & Prosser Co.
Knoxville, Tenn.	Louisville Paper Co.
Lincoln, Neb.	Western Newspaper Union
Little Rock, Ark.	Roach Paper Co.
Long Beach, Calif.	Blake, Moffitt & Towne
Los Angeles, Calif.	Blake, Moffitt & Towne
Louisville, Ky.	Louisville Paper Co.
Lynchburg, Va.	Caskie Paper Co., Inc.
Manchester, N. H.	C. H. Robinson Co.
Memphis, Tenn.	Louisville Paper Co.
Miami, Fla.	Everglades Paper Co.
Milwaukee, Wis.	Allman-Christiansen Paper Co.
	Sensenbrenner Paper Co.
Minneapolis, Minn.	Wilcox-Mosher-Leffholm Co.
Nashville, Tenn.	Bond-Sanders Paper Co.
Newark, N. J.	Bulkley, Dunton & Co., Inc.
New Haven, Conn.	Bulkley, Dunton & Co., Inc.
New York, N. Y.	Baldwin Paper Co., Inc.
	Bulkley, Dunton & Co., Inc.
	Green & Low Paper Co., Inc.
	Miller & Wright Paper Co.
	The Whitaker Paper Co.
Oakland, Calif.	Blake, Moffitt & Towne
Omaha, Neb.	Western Paper Co.
Philadelphia, Pa.	Atlantic Paper Co.
	Wilcox-Walter-Furlong Paper Co.
Phoenix, Ariz.	Blake, Moffitt & Towne
Pittsburgh, Pa.	General Paper Corp.
	Brubaker Paper Co.
Portland, Maine	C. H. Robinson Co.
Portland, Ore.	Blake, Moffitt & Towne
Providence, R. I.	Carter, Rice & Co. Corp.
Richmond, Va.	Cauthorne Paper Co.
Rochester, N. Y.	Genesee Valley Paper Co.
Sacramento, Calif.	Blake, Moffitt & Towne
St. Louis, Mo.	Shaughnessy-Kniep-Hawe Paper Co.
	Tobey Fine Papers, Inc.
St. Paul, Minn.	Inter-City Paper Co.
San Bernardino, Calif.	Blake, Moffitt & Towne
Salt Lake City, Utah	Western Newspaper Union
San Diego, Calif.	Blake, Moffitt & Towne
San Francisco, Calif.	Blake, Moffitt & Towne
San Jose, Calif.	Blake, Moffitt & Towne
Seattle, Wash.	Blake, Moffitt & Towne
Sioux City, Iowa	Western Newspaper Union
Spokane, Wash.	Blake, Moffitt & Towne
Springfield, Mass.	Bulkley, Dunton & Co., Inc.
	(Div. of Carter, Rice & Co. Corp.)
	Mill Brand Papers, Inc.
Stockton, Calif.	Blake, Moffitt & Towne
Tacoma, Wash.	Blake, Moffitt & Towne
Tampa, Fla.	Tampa Paper Co.
Toledo, Ohio	Paper Merchants, Inc.
Tucson, Ariz.	Blake, Moffitt & Towne
Washington, D. C.	The Mudge Paper Co.
Worcester, Mass.	C. A. Esty Paper Co.
	(Div. of Carter, Rice & Co. Corp.)



**"The home office  
sure had the 'low-down'  
on this dealer situation!"**

ACB Tie-in Reports will keep you informed on dealer activity in any or all of the 1,393 shopping centers in which daily newspapers are published. When you examine an ACB Dealer Tie-in Report you can tell at a glance how your dealers are promoting your line in comparison to that of your competitive dealers. Your position in remote towns shows up clearly.

ACB Newspaper Research Reports submit evidence on such points as... is your advertising too light for the job, or, unnecessarily heavy... are your dealers cooperating... "pricings"... and a multitude of other facts from which accurate deductions can be made.

ACB Dealer Tie-in Reports enable the home office to direct a salesman to where he is most needed... sends the salesman into the dealer's store with undisputable local facts pertaining to your brand. They may be ordered sectionally or nationwide—periodically or continuously. Catalog of services sent executives on request.



79 Madison Ave., NEW YORK (16)  
538 S. Clark St., CHICAGO (5)  
16 First Street, SAN FRANCISCO (5)  
161 Jefferson Ave., MEMPHIS (3)



**SUCCESSOR:** John W. McPherrin (left), editor of *American Druggist*, succeeds Paul Wooton (right), Chilton Publications, as president of the Society of Business Magazine Editors. Mr. Wooton is elected chairman of the executive committee.

### Editor States Group's Policy

"Because its professional character and purpose is of common interest to the entire business press, the Society of Business Magazine Editors cannot allow itself to become involved in trade discussions of advertising practices, circulation methods or any other business subject," said John W. McPherrin, editor of *American Druggist* and recently elected president of the Society. He succeeds Paul Wooton, Chilton Publications, Inc., who has been elected chairman of the executive committee for a five year term.

Concerning this national organization of more than 100 editors, whose business journals have more than 2,000,000 readers, the new president said, "We are a professional society of business editors—not a trade association and we are not affiliated with any trade association. Even more significant, we are in no sense a pressure group—except for a free press.

"In order to be truly representative of the business press, this society accepts for membership the editor of any business publication who subscribes to its Code of Ethics for a business magazine editor."

Other new officers include: first vice-president, Irwin H. Such, *Steel*; second vice-president, James S. Warren, *Hotel Management*; secretary-treasurer, Walter J. Murphy, *Chemical & Engineering News*. Two additional members were elected to the

executive committee: C. W. Leihy, *Electric Light and Power* and R. H. Morris, *Plant Engineering*.

### How To Measure Higher Ad Costs

"Does Newspaper Advertising Cost More Today?"

Every advertiser, scanning mounting ad budgets, has asked that about newspapers and all other advertising media.

A study packed full of factual information to help you arrive at your own conclusions on this question has just been issued by Kelly-Smith Co., newspaper representatives.

While it is true that the line rate has increased approximately 50% from 1940 to 1950, the milline rate has risen little, the Kelly-Smith study points out. The study concludes that publishers of daily newspapers have absorbed nearly all of the increased production costs during this decade of steadily rising prices.

With graphs, Kelly-Smith's study compares the consumer price index with the increase in the newspaper milline rate. This comparison has been worked out in 28 groups including newspapers with less than 1,000 circulation to those with 500,000 and over.

You can obtain a copy of this 45-page study from Kelly-Smith Co., 420 Lexington Ave., New York 17, N.Y., without charge.





DANIEL T. O'SHEA has joined the Columbia Broadcasting System as vice-president, general executive.

## Farm Folk Read Ads And Run Up Sales

To what extent do farm families act upon ideas gleaned from advertising?

Advertisers have long realized that farm families enjoy reading advertisements, that they have a high interest in idea-full and product information ads.

Extensive analysis of this readership problem has been made for *Country Gentleman*; findings have been documented in a 15-page brochure: "After The Mailman Leaves."

The survey adds a fourth dimension to previous media and market research. In addition to circulation count, to readers per copy, and to coverage of advertisements, the new study shows how many people acted upon ideas obtained from advertising in *Country Gentleman*.

The survey was made by National Analysts, Inc., among a nationwide cross-section of 2,415 men and women in *Country Gentleman* subscriber homes. It was learned that the advertising pages are read by one or both household heads in 96.2% of the homes. Of those who read the advertising consistently, 46.8% read 'always,' 22.3% 'frequently,' 19.8% 'occasionally,' 7.3% 'seldom,' and 3.8% 'never.' In nearly three out of four (73%) homes, "useful information is obtained from the advertisements in *Country Gentleman*, and in over three out of four (76.1%) of these homes, ideas obtained from the advertisements were specifically identified.

Findings on editorial influence showed that *Country Gentleman* is read regularly by 90.7% of the men, 94.4% of the women; an issue is returned to for further reading 5.2 times by men, 5.5 times by women; an issue is read three hours, 19 minutes by men and three hours, 13 minutes by women; six out of 10 men and women get useful ideas from

the editorial which they had used in their farming and homemaking.

Examples of what the interviewed farm folk told the interviewers:

One reader said she put Congo-Wall Tile on her kitchen after seeing an ad. Another reported that the family saw a home freezer advertised and when they got around to buying they asked for that particular brand.

A man chose his combine from one he saw advertised and is watching the ads for hay balers with a purchase in mind. One woman said she took advantage of a silver offer she saw in a Gold Medal Flour ad. Another said Armstrong Linoleum ads gave her decorating ideas.

One family in need of an electric washing machine watched the ads for months, then found an advertised make they decided to buy.

## Ad Industry Marshalls Ideas to Back Defense

"It's Time We Got Working Mad." That is the title for the first advertisement of a new version of an Advertising Council campaign now being converted to the defense effort as a result of the "new war" in Korea. The defense campaign, endorsed by representatives of both labor and management, will urge everyone in industry to step up productivity as fast as possible to build a stronger defense against the onslaught of Communism.

This new tack on the part of the Council is easily done and second nature to the organization which was originally set up as the War Advertising Council. During World War II the Council did as much as any other civilian body in implementing the war effort of the United States, and has done more than any other single organization could in winning proper recognition for the advertising industry in the eyes of the American public.

Since the war, this non-profit business organization — re-dubbed The Advertising Council — has served the public by marshalling the forces of advertising to promote voluntary, individual actions in solving national problems and in making our democracy stronger and more efficient. Its board of directors is appointed by national organizations representing national advertisers, advertising agencies and advertising media, including magazines, newspapers, outdoor advertising, radio and television stations and networks.

# 1<sup>st</sup> IN THE SOUTH

**FARM and RANCH SOUTHERN... AGRICULTURIST**

Its advertising reaches more Southern families than any general magazine.

**FARM and RANCH SOUTHERN... AGRICULTURIST**

Its advertising reaches more Southern homemakers than any women's magazine.

**FARM and RANCH SOUTHERN... AGRICULTURIST**

Its advertising reaches more Southern farms than any other farm magazine.

**1,275,000 GUARANTEED CIRCULATION**

- SOUTHWEST EDITION 375,000
- LOWER SOUTH EDITION 465,000
- UPPER SOUTH EDITION 435,000

**FARM and RANCH PUBLISHING COMPANY**  
Nashville, Tennessee — Dallas, Texas

See...

**So You Think Women Don't Buy Building Materials?**

Read how a building material dealer upped his sales 300% in two years by recognizing the housewife as a prospective customer.



Dec. issue

**BUILDING  
SUPPLY NEWS**

9 South Wabash Ave., Chicago 3

**FIELD SALES MANAGER  
FOR AAA-1 MFG.**

Must have a record of successful selling in the Agricultural Field . . . either Farm Machinery, Feed, Seed or Milking Equipment. Must be free to travel, to contact and to select good producing State and Local Franchised Representatives. Age preferred 30 to 50. Splendid opportunity for a capable, experienced Sales Executive willing to start reasonably and grow as Volume grows. Application held in strict confidence. Write Box 2753. Sales Management, 386 Fourth Ave., New York 16, N. Y.

**FOOD SALES MANAGER AVAILABLE**

25 years sales management experience East and Midwest with one of the nation's largest food manufacturers and two years with one of the smallest. Have excellent connections with jobbers, chains and brokers. Demonstrative selling for the salesman at the buyer's desk is my specialty. Presently employed. High class references. In vigorous health at age 50. Minimum salary \$18,000 plus bonus arrangement. Reply Box 2755, Sales Management, 386 Fourth Ave., New York 16, N. Y.

**WANTED  
INDUSTRIAL FINISHES SALES MANAGER  
FOR  
GREATER CHICAGO**

Midwest manufacturer of complete and quality line of industrial finishes is desirous of employing an experienced sales manager for Chicago and environs. He must be a man of experience, character, and not afraid of work. Address confidentially, Box 2754, Sales Management, 386 Fourth Ave., N.Y.C.

First advertisement in the new series will set the pace for other ads now in preparation, for release to newspapers "as soon as possible," according to T. S. Repplier, president of The Advertising Council.

The Council's Public Policy Committee has set up an emergency screening committee which has approved the initial advertisement and which will pass on all subsequent materials during the present crisis. On the special committee are: Roger W. Straus, chairman, American Smelting & Refining Co.; Allan L. Swim, publicity director, Congress of Industrial Organizations; Evans Clark, executive director, Twentieth Century Fund, and vice-president of the Public Policy Committee — representing management, labor and the public, respectively.

The defense productivity campaign is an adaptation of the Council's campaign for Better Understanding of Our Economic System, which has been conducted for more than two years through the co-operation of U.S. business firms, newspapers, radio and television, magazines, business papers, Sunday supplements, outdoor advertising, transportation advertising, and many company publications.

Since the theme of the peacetime campaign was "The Better We Produce, The Better We Live," it seemed logical to convert this to defense as quickly as possible, Mr. Repplier reports. The new slogan is "The Better We Produce, The Stronger We Grow."

All advertisements are being prepared by McCann-Erickson, Inc. Volunteer co-ordinator of the project is Robert M. Gray, advertising and sales promotion manager of Esso Standard Oil Co.



**RAOUL BLUMBERG**, with *The Washington Post* since 1935, has been appointed retail advertising manager.

The first advertisement frankly recognizes Russia and her "Communist puppets" as the threat to our peace and that "Stalin and his gang respect just one thing—strength."

Extracts from the initial advertisement:

"We are in grave danger. We must rebuild our defenses—*fast*."

"As things stand today, there seems to be only one way to prevent World War III. That is to re-arm, to become strong, and to stay that way!"

"This calls for better productivity all along the line. Not just in making guns, tanks and planes, but in turning out civilian goods, too."

"Arms must come first. But we must also produce as much civilian goods as we can at the same time . . . because a needless shortage of civilian goods will boost prices and make our dollars worth less."

" . . . All of us must now make sacrifices for the common good. But we're working for the biggest reward of all—freedom and justice."



**"dependable authority," says Ruth Armstrong,**

**Director, Consumer Relations,**

**American Home Foods, Inc.,**

**about the daily food page**

**in The New York Times**

*Are you using it to give your food sales a profitable boost in New York? Get all the facts today.*

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## I Know The PROMOTION DIRECTOR For You!

This young fellow has been responsible for both sales and circulation promotion for one of the biggest publishing successes of the past decade. He's had his hand in other angles of the business, too, as asst. to one of the top brass. Just 40, he wants to make his first change in 15 years. I'll recommend him to any medium. Write

**PHILIP SALISBURY**  
Editor  
Sales Management



# COMMENT

## PRIDE IN AD COPY

Because SALES MANAGEMENT's executive readers are concerned with the policy aspects of advertising, SALES MANAGEMENT rarely delves into the techniques of advertising—and specifically, the matter of copy for individual advertisements or campaigns.

In this issue we make an exception.

The words and pictures which will go into some of your 1951 advertising either can make you proud of your company and its contribution to the war and happy about your advertising, or they can make you feel like crawling under the table. And in that event, you might feel, and perhaps some of you will, decide to cut out advertising until it gets in tune with the times.

Your advertising *copy* in 1951 will be much more than a matter of technique. It will be a basic matter of policy.

We'd like to direct your attention to a compelling article, "How to Avoid Stupid Wartime Ads."

The author, Sidney A. Hunt, is an account executive with the Fuller & Smith & Ross agency. "The time seems close when you may want to advertise but not to offer goods for public sale," declares Mr. Hunt, who went through that problem during World War II and has some definite ideas for coping with it in our present war economy.

Turn to page 58 and you'll get a dozen sound ideas for "advertising that is informative, dignified and that builds your name, without embarrassing you by bringing in orders you cannot fill."

## SCOUT FOR WAR ORDERS

In the next few months sales executives will face an unusually difficult problem in maintaining full employment.

Percentage cutbacks in basic raw materials (aluminum and copper for example) have forced some companies to lay off men and it appears that this pattern will be repeated as reductions are made in other basic materials in the near future.

The sales executive will be forced to scout for defense orders.

With rare exceptions, defense orders are not tossed into the laps of waiting manufacturers any more than civilians flock to buy those better mouse traps, without any urging via sales and advertising.

The news of the day indicates the broad requirements. And these, it is obvious, are steadily growing. In fact, they are growing faster than the services can make up detailed lists of needs so they can ask the Congress for the necessary appropriations. It's usually months later before these requirements are worked out into so many shoes, cases of K-rations, and shell cases.

But every day military requirements are being spelled out. Aggressive manufacturers are seeking out all kinds of military orders. They know that the way for many of them to secure orders for components, for example, is to go after the business. Some orders may not be very large, but they are trial runs.

It's imperative that manufacturers shift their products with the allocations of basic materials from civilian to military uses.

All-out production right now is vital to victory.

It's also vital to have as much civilian output as possible in order to check the tremendous inflationary trend that could wreck our economy.

During the first part of World War II the United States as a whole vastly increased its standard of living. Will the pattern be followed this time?

Without the kind of prodding that seemed to have been necessary in the 1939-1940 period, American manufacturers, and especially raw materials producers, are now going all out to increase basic production capacities.

Rather than slackening the burden on the sales department, the current war situation is adding to both the immediate and long-range responsibilities of the people who sell.

## CROSS FERTILIZING

"I recall well the looks of surprise and disbelief which came on the faces of some of our visitors," recalls Neil H. Borden, professor of advertising, Graduate School of Business Administration, Harvard University, "when Professor Copeland said, 'Gentlemen, your problem of selling is much the same as that of some manufacturers of plumbing fixtures. . . . Perhaps an idea of what some of these manufacturers have done will be helpful to you.'"

"The looks on our visitors' faces indicated thought such as, 'What sort of an ass is this who says our jewelry marketing problems are of the same type as those of manufacturers of bathroom fixtures and kitchen sinks?'"

Both plumbing manufacturers and jewelry makers sell through small retailers who are primarily artisans, and not well-trained merchants.

This is a good example of why you should define sales principles and not be confused by words of a trade.

## "I'M BIGGER"

Caskie Stinnett relays to us the news that advertising has brought elasticity to our system of weights and measures. The "large" 8-ounce jar is so designated to avoid confusion with the "small" 8-ounce jar put out by competitors.

**blue**

says "buy me!"

PACK  
TO  
ATTRACT  
IN

Maryland  
Blue

ALSO AVAILABLE IN  
CLEAR GLASS



Is your package merely a container? Or does it perform double duty as a container and a merchandiser? Many famous brands have turned to Maryland Blue Glass for packaging that excels in both vital functions.

Blue acts as a powerful advertising, merchandising and selling tool. Blue makes your product stand out in the store . . . in the home. Blue is easier to see and remember. Blue gives the outward appearance of your product the quality and distinction that says, "Buy Me!" So follow the lead of many famous brands . . . pack to attract in Maryland Blue. Write today for samples and details.

MARYLAND GLASS CORPORATION

BALTIMORE 30, MARYLAND

***Approved method to get retailers  
to push your line—***

# **The Chicago Tribune Consumer-Franchise Plan**



**LACK** of a strong consumer franchise is shutting the doors of retailers to some salesmen. Retailers are not interested in stocking and pushing brands which their customers are not interested in buying.

Today's accentuated pattern in selling—fewer brands per classification per store, increasing reliance on self-service, cost-heightened pressure for store volume—exposes the inadequacy of token or background advertising.

Advertising today must be planned and used to build a consumer franchise—enjoyment of an important share of the day-in and day-out repeat buying by consumers relatively undisturbed by competition. With little personal selling by retailers in the store, the critical stage of selling has moved out of the store. Today's advertising job is to sell the consumer in the home before she goes to the store.

To meet the situation the Chicago Tribune has developed a sound procedure that can build a consumer franchise for your brand that can get it stocked and pushed by retailers.

Based on a first-hand knowledge of selling conditions in Chicago, the Tribune plan earns larger retail inventories, better store displays and faster turnover. It gets greater results from sales work. It gives you the benefit of the retailers' own promotion. It can produce immediate high volume. It can give you the strong market position you want as a base for expansion and company progress.

Proved in Chicago, the plan can be employed in other markets. It works in the big unit field as well as in packaged goods lines. By constructing a consumer franchise for your brand, it gives substance and significance to your dealer franchise plan.

Here is the kind of a program that makes sense today. A Tribune representative will be glad to tell you how it can be applied in your business. Ask him to call. Do it now while the matter is fresh in your mind.

## **Chicago Tribune**

**THE WORLD'S GREATEST NEWSPAPER**

### **CHICAGO TRIBUNE REPRESENTATIVES:**

A. W. Dreier, 1333 Tribune Tower, Chicago 11;  
E. P. Struhsacker, 220 E. 42nd St., New York City 17;  
W. E. Bates, Penobscot Bldg. Detroit 26;  
Fitzpatrick & Chamberlin, 155 Montgomery St.,  
San Francisco 4; also, 1127 Wilshire Blvd., Los Angeles 17

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